2012-2016

CITY OF REGINA

GENERAL CAPITAL PROGRAM

AS APPROVED BY CITY COUNCIL

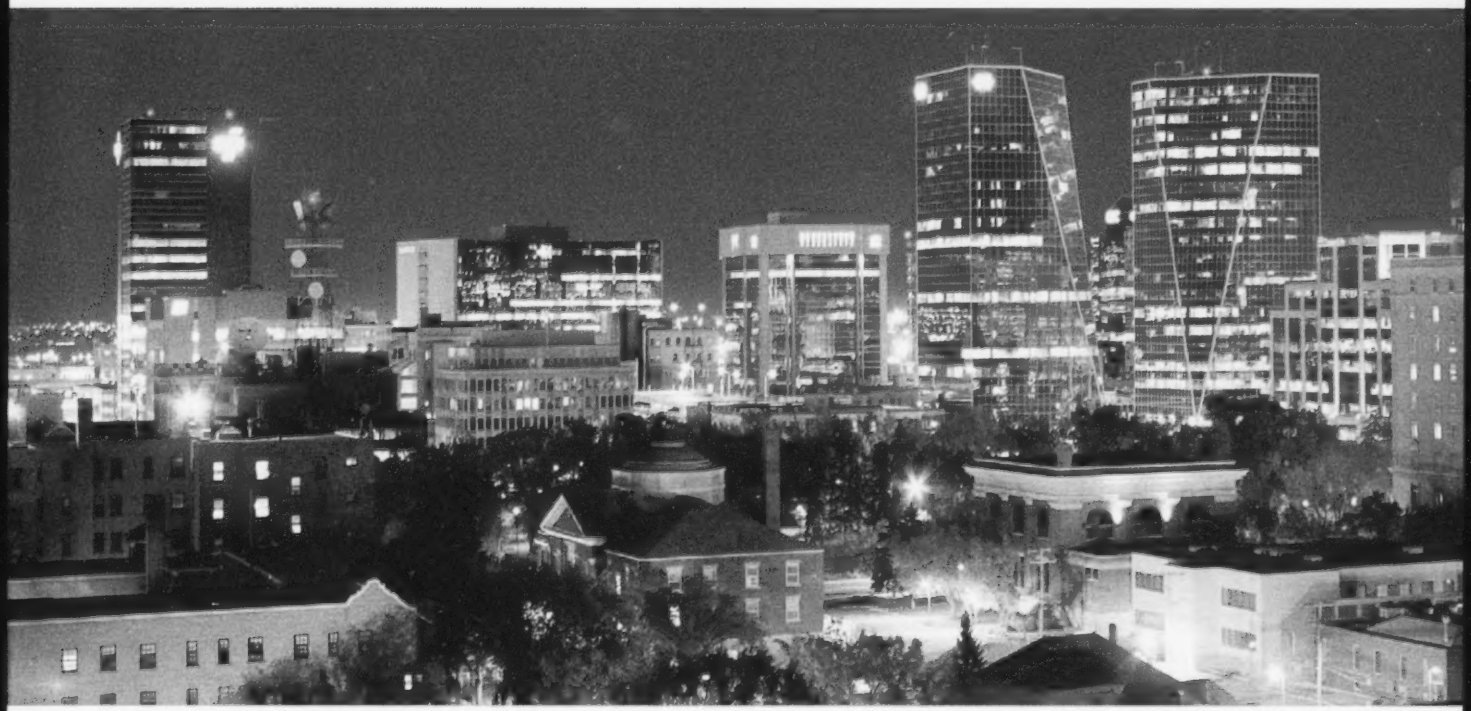

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Table of Contents

Letter of Transmittal

Introduction

Strategic Priorities 1
The Need for Infrastructure Investment 3
Measuring Regina's Infrastructure Gap 4
Strategies to Reduce the Gap 7

General Capital Investment Program Expenditures

Capital Expenditure Summary 13
City Operations Division 14
Community Planning & Development Division 38
Corporate Services Division 51
Regina Police Service 70

General Capital Investment Program Funding

Capital Funding Summary 71
General Capital Funding 72
Internal Reserves 73
External Capital Funding 80

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November 21, 2011

To: His Worship the Mayor,
and Members of City Council

Re: 2012 – 2016 General Capital Investment Program

Each year City Council is required to adopt an operating and capital budget. There are three components to the budgets, the General Operating Budget, the Water and Sewer Utility Operating and Capital Budget and the General Capital Investment Program. **This document is the 2012 – 2016 General Capital Investment Program.**

The 2012 General Capital Budget is $65.6 million, a decrease of 23% or $20.7 million over 2011. The decrease reflects a reduction in development projects in 2012. The 9th Avenue North Development Project of $9.7 million concluded in 2011. The remainder of this decrease is due to a reduction of Landfill Development Costs ($7.7 million) as well as Bridge Repairs ($3.3 million).

The General Capital Investment Program represents a balance between the fiscal constraints facing the City and the capital requirements. It has been built around City Council's Vision.

Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

This vision provided the starting point for the development of the Corporate Strategic Plan – *Accelerating Excellence 2008-2012*, with four Strategic Priorities to guide our budget process.

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The Strategic Priorities established in *Accelerating Excellence* include:

- Managing Growth and Community Development
- Strengthening City Infrastructure and Managing Assets
- Achieving Operational Excellence, and
- Ensuring Organizational Capacity and Effectiveness

The key components of the 2012 – 2016 General Capital Investment Program reflect these priorities and include:

- Funding for Street Infrastructure Renewal is $17.0 million in 2012, an increase of $0.2 million or 1% from 2011 funding levels.

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- Funding for Roadway Network Improvements total $9.1 million for 2012, including Gordon Road Extension, Ring Road Widening, Rochdale Boulevard Extension and Victoria Avenue East Upgrades.

- Funding for the rehabilitation of bridges totals about $2.8 million, a decrease of $3.3 million from 2011 funding levels, as smaller projects are planned for 2012.

- Funding of $0.1 million in 2013 and a total of $11.9 million over five years for the landfill. The funding includes the cost of capping and closing the existing landfill; landfill gas collection Phase II; and design and construction of a new landfill site.

- Funding of $1.6 million in 2012 and a total of $2.4 million over five years for waste collection. The funding includes the cost of commercial container replacement, integrated solid waste management system and the implementation of Waste Plan Regina.

- Funding of about $5.6 million in 2012 for facilities management. Over the next five years a total of $207.9 million worth of work is planned. However, only $51 million in potential funding has been identified.

- Funding of about $9.4 million for the vehicle and equipment fleet in 2012 and $51 million over five years.

- Investment of $4.8 million in Land Development. This will maximize the value of existing land in the North Argyle area and ensure the land is available to enable growth. The funding also includes building the infrastructure required to service lands in Ross Industrial, Parliament Avenue and Queen Street Redevelopment as well as Riverside.

- Investment of $1.3 million towards the development of the Official Community Plan (OCP), otherwise known as Design Regina. The Design Regina project will describe what kind of city Regina intends to become and will include a policy framework that will guide how to get there.

Regina, like other cities, is facing a problem of aging infrastructure coupled with requirements resulting from growth and increased standards. During 2008, the City projected its infrastructure requirements, including rehabilitation of existing infrastructure and the demand for new infrastructure resulting from growth, at about $2.1 billion in 2009 dollars, of which $1.2 billion is unfunded through any existing sources.

While there is virtually universal recognition of the need to increase capital spending, the challenge continues to be finding sources of funding that are predictable and sustainable. The assumption of increased levels of debt will put pressure on the operating budget in terms of debt repayment.

The 2012 – 2016 General Capital Investment Program reflects an estimate of about $11.0 million in annual infrastructure grants from the Federal Gas Tax Grant. This Federal program is in place until 2014/15, the type of time frame which is essential for effective infrastructure planning. It is important that this continue in the future, with projections updated on a regular basis.

The capital funding plan includes civic current contributions of $19.9 million for 2012, which is an increase of $6.4 million over the 2011 funding level. The capital funding plan also includes current contributions to capital for the Regina Police Service of $1.1 million.

Debt of $5.0 million is budgeted to support the 2012 Capital Program. General capital debt outstanding in 2012 is projected to be $38.8 million compared to $35.8 million in 2011.

Funding from reserves will total $14.3 million of which $4.8 million is sourced from the Land Development Reserve.

The 2012 – 2016 General Capital Investment Program demonstrates progress in addressing the priority needs of the community. It has been developed with a focus on City Council's Vision and the four strategic priorities. It provides a balanced approach, including the use of relatively modest debt levels to permit the City to move forward with priority projects with long term benefits for the community and strengthening of reserves to meet long term capital requirements.

Respectfully submitted,

Glen B. Davies
City Manager

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Introduction

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2012 General Capital Investment Program

The 2012 General Capital Investment Program supports City Council's Vision for Regina:

Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

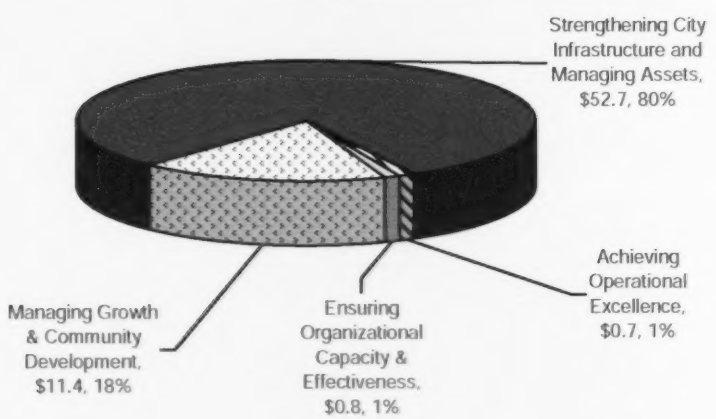
Regina's need for investment in infrastructure is great, and funding is limited. It is essential that capital investments be directed in a strategic manner to deliver the best return for the community. The 2012 General Capital Investment Program was developed based on the four strategic priorities identified in the Corporate Strategic Plan – *Accelerating Excellence*:

- Strengthening City Infrastructure and Managing Assets
- Managing Growth and Community Development
- Achieving Operational Excellence
- Ensuring Organizational Capacity and Effectiveness

Spending is not evenly split among these priorities, particularly in the capital budget, which, by definition, focuses on the City's assets. However the percentage of the City's capital budget that is being spent on maintaining assets is increasing as the age of infrastructure advances. A report for the Federation of Canadian Municipalities (FCM) in 2007 noted, "...for the past 20 years, municipalities have been caught in a fiscal squeeze caused by growing responsibilities and reduced revenues. As a result, they were forced to defer needed investment, and municipal infrastructure continued to deteriorate..." The impact of deferring necessary maintenance to minimize the impact on tax payers is now beginning to hit home. Whereas, in 2011, the proportion of the capital budget devoted to the simple maintenance of assets was 56.2%. In 2012, that proportion has risen to 57.2%, and the total dollars budgeted is higher than ever before. The need to attend to the rehabilitation of existing infrastructure continues to put pressure on other areas of the City's operations.

Strategic Priorities

Capital Expenditures by Strategic Priority – 2012
(millions of dollars)


Strengthening City Infrastructure and Managing Assets, $52.7, 80%
Achieving Operational Excellence, $0.7, 1%
Ensuring Organizational Capacity & Effectiveness, $0.8, 1%
Managing Growth & Community Development, $11.4, 18%

Strengthening City Infrastructure and Managing Assets

This Strategic Priority is related to strengthening our City infrastructure systems and managing other tangible and financial assets. It ensures that our City is strong and financially sustainable.

The 2012 General Capital Investment Program includes:

- $17.0 million to continue the Street Infrastructure Renewal Program
- $9.4 million for Fleet including Civic, Transit and Fire
- $5.4 million on City Facilities
- $3.3 million on Recreation Facilities
- $5.8 million for Roadway Network Improvements (Victoria Avenue East)
- $2.7 million related to Bridge Infrastructure Renewal
- $1.8 million on Information Technology
- $1.8 million on Other Transportation Projects
- $1.5 million on Traffic Control and Safety
- $1.5 million on Police Services
- $1.1 million on Waste Collection
- $395,000 on Open Space Restoration
- $350,000 on Golf Courses
- $150,000 on Fire and Protective Services
- $145,000 on Cemeteries
- $100,000 on Open Space Upgrades and New Development
- $46,000 on Transit Services

Managing Growth and Community Development

This Strategic Priority ensures we anticipate and prepare for our City's growth and are responsive to the needs of our community.

The 2012 General Capital Investment Program includes:

- $4.8 million for Land Development
- $3.3 million for Roadway Network Improvements (Gordon Road, Ring Road, Rochdale Boulevard)
- $1.3 million for OCP Study
- $690,000 for Traffic Control and Safety (New/Enhanced Traffic Signals)
- $525,000 for Traffic Control and Safety (Turning Signals Upgrades – 11th and 12th Avenue)
- $500,000 for the North Central Shared Facility
- $350,000 for Downtown Transportation Transit Study

Achieving Operational Excellence

This Strategic Priority focuses on providing excellent customer service to our community.

The 2012 General Capital Investment Program includes:

- $500,000 for Automated Side Loader Refurbishment
- $140,000 Tractor and Turner for Composting
- $41,000 for Emergency Signal Pre-emption Central Management Software

Ensuring Organizational Capacity and Effectiveness

This Strategic Priority ensures we have the right people and processes in place, that we are as effective and efficient as possible, and that we are continuously improving.

The 2012 General Capital Investment Program includes projects that fit the first three strategic priorities while also providing for organizational capacity improvements. This includes:

- $439,000 for Bylaw Automation Hansen Project
- $200,000 for Technology Growth
- $100,000 for Corporate Office Furniture Upgrades
- $75,000 for Corporate Office Space for New Employees

The Need for Infrastructure Investment

The need for infrastructure investment in Regina, like most western Canadian cities, arises in primarily three ways: replacement of existing infrastructure, increasing standards, and new infrastructure to support growth.

> *"Canadian municipalities build, own and maintain most of the infrastructure that supports our economy and quality of life. Yet for the past 20 years, municipalities have been caught in a fiscal squeeze caused by growing responsibilities and reduced revenues. As a result, they were forced to defer needed investment, and municipal infrastructure continued to deteriorate, with the cost of fixing it climbing five-fold from an estimated $12 billion in 1985 to $60 billion in 2003. This cost is the municipal infrastructure deficit, and today it has reached $123 billion.*
>
> *The upward trend of the municipal infrastructure deficit over the past two decades points to a looming crisis for our cities and communities and ultimately for the country as a whole. The deficit continues to grow and compound as maintenance is delayed, assets reach the end of their service life, and repair and replacement costs skyrocket. When compared with earlier estimates, the $123 billion figure clearly shows the municipal infrastructure deficit is growing faster than previously thought."*
>
> – Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure – A Report for the Federation of Canadian Municipalities, Saeed Mirza, PhD., Ing., November, 2007.

The infrastructure gap is difficult to estimate, and because of that, some would suggest that it does not exist or is exaggerated. The numbers presented seem incredible and unmanageable to the average person. However, it is important to understand that the variability in the numbers is due to the greater degree of professionalism and scrutiny brought to infrastructure management. As better data and more analytical techniques are incorporated into infrastructure management, the information produced to aid in decision making becomes more precise.

Municipalities do not simply go out and rebuild the same piece of infrastructure at the end of its life cycle. Community needs and regulatory requirements are constantly evolving. Municipal infrastructure managers are responsible for incorporating improvements in safety, efficiency, environmental impact, aesthetic design, and productivity in their work on an ongoing basis.

At the same time, communities are growing. An engineer cannot just approach a roadway project for resurfacing only; any cost effective approach means that new capacity and safety considerations must

also be included. It becomes very difficult to separate the cost of 'replacing existing infrastructure' from service level improvements and expansions.

Consequently, there is no generally accepted method for estimating exactly what the level of infrastructure funding should be. In carrying out the study for FCM, the following definition was used:

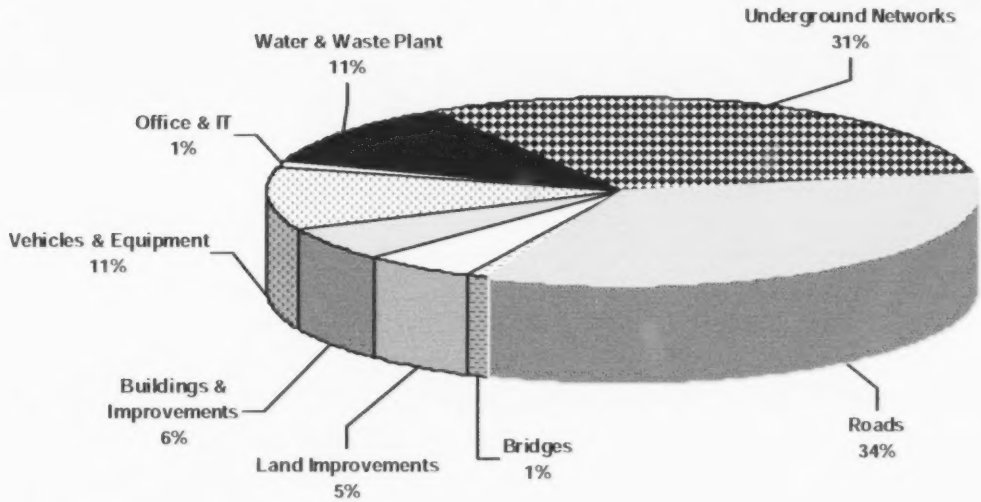
> "In formal terms, the municipal infrastructure deficit refers to the following:
>
> - the unfunded investments required to maintain and upgrade existing, municipally owned infrastructure assets; and
> - the funding needed over and above current and projected levels to bring existing facilities to a minimum acceptable level for operation over their service life, through maintenance, rehabilitation, repairs and replacement."

Regina also has significant requirements for infrastructure related to new growth, particularly in the area of roadway network improvements.

Measuring Regina's Infrastructure Gap

The value of Regina's infrastructure is estimated at $4.2 billion in 2009 dollars. This includes a wide range of assets from roads and bridges to vehicles and equipment. The mix of the City's infrastructure is found in the chart below.[1] Land holdings, which are part of the City's asset mix, are excluded from the picture below, as these assets do not degrade over time. They are also excluded from the calculation of total assets above.

Regina's Infrastructure Mix

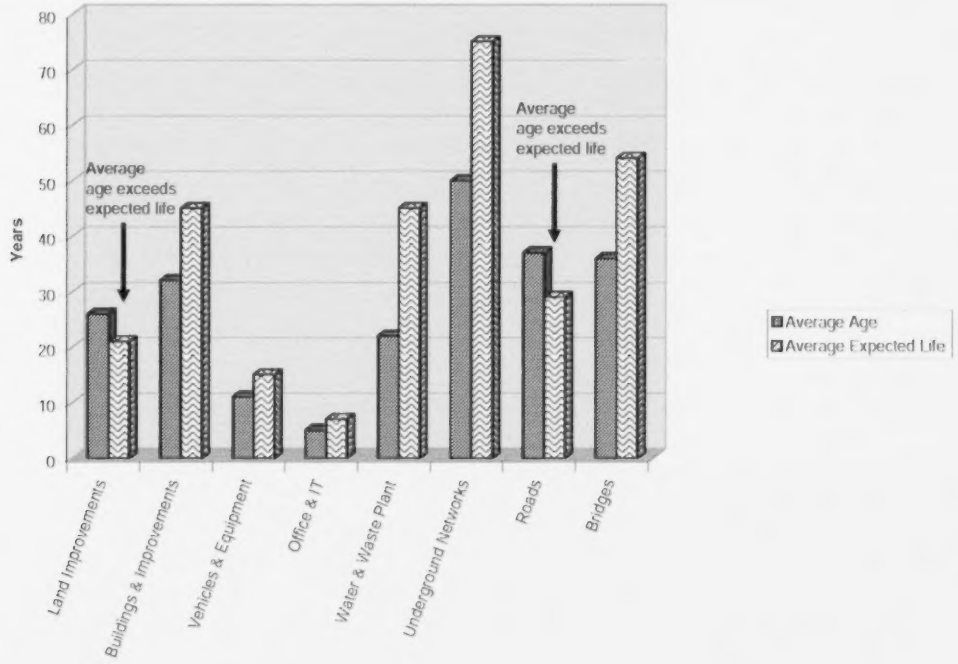


[1] City of Regina Tangible Capital Assets Data Base

Like many municipalities, the City of Regina's infrastructure is aging. The chart below shows the current status of Regina's infrastructure in relation to its expected life span.[2]
These averages disguise much deeper issues.

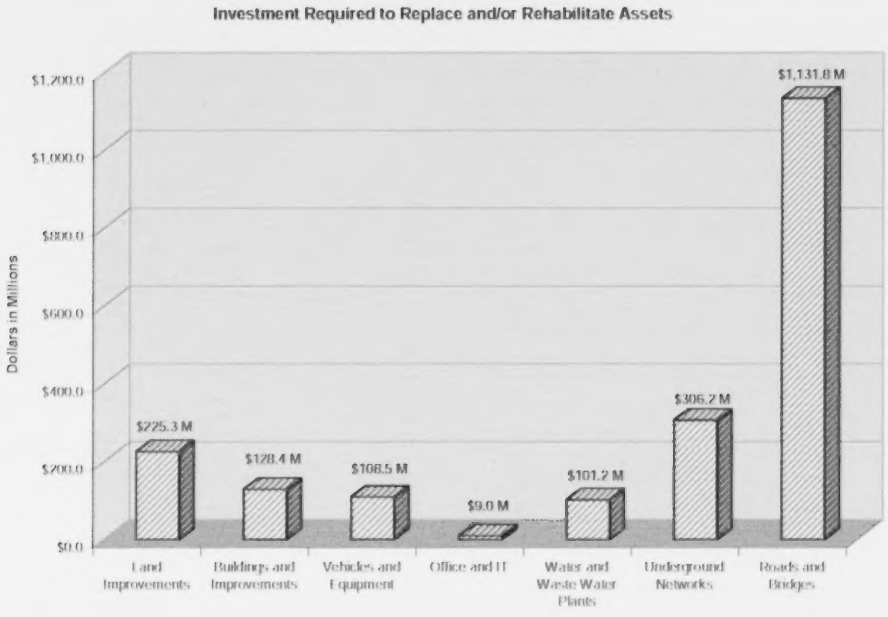
- The average age of infrastructure exceeds the average life expectancy in two areas – roadways (when surveyed, Regina residents routinely rank road and sidewalk conditions as the most important municipal issue) and land improvements (e.g. parks, landscaping, golf courses, etc.).
- Even where there is a positive overall gap between the average age of infrastructure and the average expected life, there are significant structures that far exceed the life expectancy estimates. For example, the City of Regina estimates that 12% of its sewer infrastructure is in excess of its 90 year expected life and 28% is in excess of 70 years old.
- Regulatory change affects the rate at which infrastructure must be rehabilitated or replaced. For example, regulatory change requires that the City's Wastewater Treatment Plant be significantly upgraded by 2016 at a cost of $140 million. This is a significant investment on its own, but it also affects the capacity of the City to invest in other necessary infrastructure.
- Technological change affects citizen expectations regarding information access and service response. To address these changing expectations, information technology and interactive tools must be constantly upgraded to meet consumer demand.

Aging Infrastructure



Of the $4.2 billion in assets held by the City of Regina, **$2.0 billion** in investment is required in replacement ($1.76 billion), rehabilitation ($199.1 million), or maintenance ($52.3 million). A more detailed breakdown is provided in the chart on the following page. If rehabilitation work is postponed to the point where it is no longer a viable option, then replacement would be required at a cost of up to $995.5 million, an increase of $796.4 million. Any deferral of necessary rehabilitation could increase the gap to almost $3 billion. This estimate represents the cost of work that is required to cover the appropriate care of the City's assets at this point in time. It does not include the cost of maintaining assets in the future as those assets reach their average life expectancy.

[2] City of Regina Tangible Capital Assets Data Base



Best practice suggests that assets should be rehabilitated before they reach their full life expectancy. This practice generally minimizes the need to fully replace the asset and can reduce the cost significantly. While the ideal timing of rehabilitation and the savings vary depending on the asset, it is estimated that, on average, assets should be rehabilitated when they reach about 75% of their average life expectancy and that such rehabilitation can be achieved at about one-fifth of the cost of full replacement (*Canada West Foundation*). Using this approach as the basis for calculation, it is estimated that, in addition to the cost of addressing the current gap, the cost of rehabilitating assets when they reach about 75% of their average life expectancy would be an additional $34 million per year in current year dollars.

Depending on the level of external investment available from other levels of government, in recent years, the City of Regina's investment in capital has ranged from $60 million to $83 million. However, using the above forecasts for cost ($34 million per year to achieve acceptable renewal plus $93 million per year for twenty years to eliminate the current infrastructure gap), one can estimate the funding shortfall the City is between $44 million and $67 million per year.

Strategies to Reduce the Gap

It is important to note that Regina, like other municipalities, is not expecting other orders of government to fully fund all infrastructure requirements.

Across Canada, the infrastructure gap resulted from multiple factors, and Regina's approach recognizes that addressing the problem will require action in several areas, including:

- Increased funding of capital from the City's annual revenues; the increase of Current Contributions to Capital for the General Program went from $13.5 million in 2011 to $19.9 million in 2012. This is a 47% increase.
- Sustainable policy and development decisions that do not avoidably compound increase the demand for infrastructure;
- Servicing agreement fees that adequately fund the cost of new development and do not deplete other sources of funding required to address the infrastructure deficit;
- Accurately priced user fees that include the costs of infrastructure;
- A careful combination of "pay as you go" with debt to fund projects with long-term benefits;
- Solid asset management techniques, including long-term capital planning, that maximize the value of infrastructure spending; and
- Stable and long-term funding from the Federal and Provincial Governments, with flexibility to address the priorities within the community.

Over the next five years, it is anticipated that of the $662 million General Capital Program, the City will fund $212 million through debt, contributions from reserves and from the tax base. It is estimated that an additional $61 million will be received from Federal and Provincial infrastructure grant programs, based on funding levels from existing programs. Approximately $66 million will be funded from servicing agreement fees and other contributions from developers. Funding for the remaining $323 million has not yet been identified.

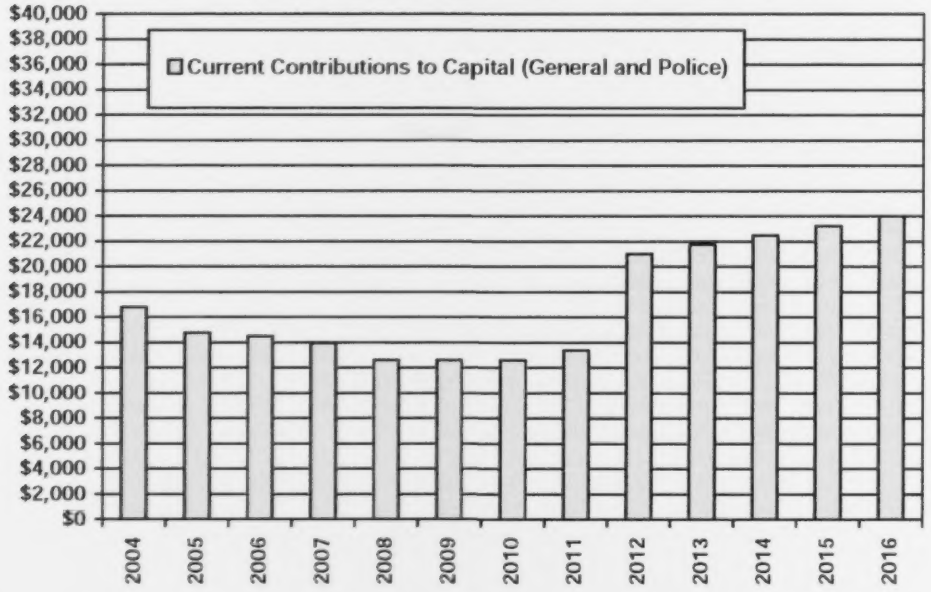
Up to $178 million in utility infrastructure requirements will have to be funded from debt over the next five years, which will be repaid through utility rates.

Using the limited tools available, the City has taken several significant steps to address the infrastructure gap, based on the multi-faceted approach outlined above.

Funding from the Operating Budget

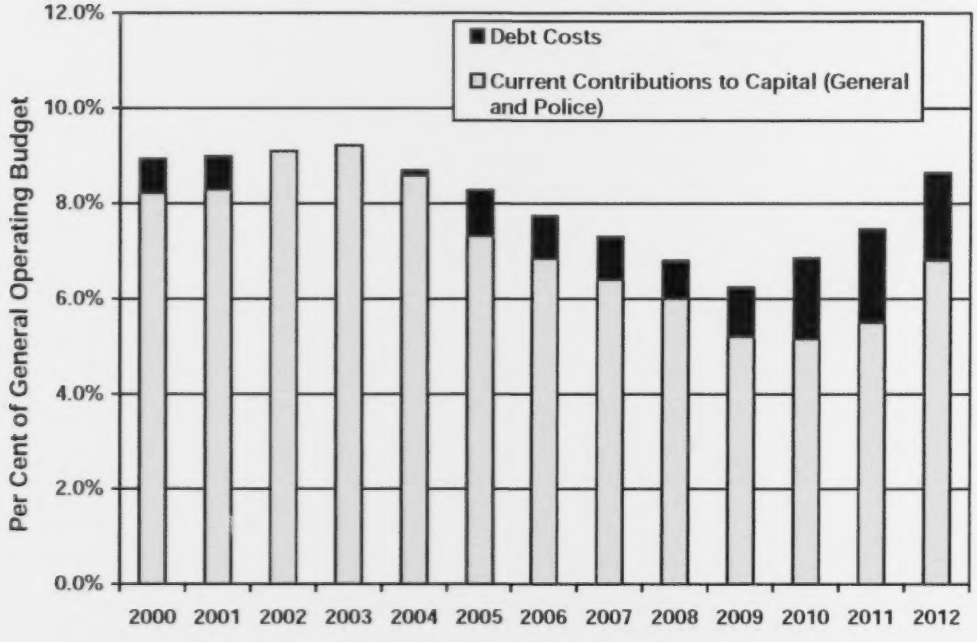
Despite continuing pressures for operating funding, the City has generally been able to maintain the level of funding for capital from the general operating budget in prior years. Pressures will increase significantly in 2013 through 2017 as a result of significant capital projects unless other sources of funding can be found.

Capital Funding From Current Contributions – Historical and Projected



Capital funding as a percentage of the operating budget has been decreasing, reflecting the pressures of operating costs.

Capital Funding From Current Operations – 2000 to 2012
(Per Cent of General Operating Budget)



Servicing Agreement Fees

During 2007, the City completed a major review of the servicing agreement fee policy. The review included estimates of the capital requirements related to new development over the next 20 years. Regina had reached a threshold in that the majority of its existing developments were virtually complete, and a significant investment in infrastructure was required if the City was to grow. Regina's servicing agreement fees were significantly lower than those in most other cities across Canada.

New policies were adopted by City Council in 2007, based on appropriate cost sharing between new developments and existing taxpayers, which resulted in formal policy approval in 2009 and amended policy in 2011 to include Development Levy charges. The policy now includes an annual review of the Servicing Agreement/Development Levy Fee to ensure that the rate is reflective of true costs. The 2012 fee rate is $238,946 per hectare, up 2.92% from $232,164 in 2011. Despite the increase in fees, which now include a financing cost element, significant additional funding is required to support these new neighbourhoods, and there will be a significant cash outflow required by the City to fund its share of infrastructure, as well as to finance the infrastructure paid for through servicing agreement fees. This amount will be repaid through servicing agreement fees as new development proceeds

User Fees

The City has reviewed virtually all its user fees over the past three years to ensure that, where possible, revenues are keeping up with capital as well as operating costs. A three-year utility rate increase of 9% per year for 2012 and 2013 was proposed to City Council late in 2010 to contribute towards water and wastewater infrastructure requirements including an upgrade and expansion of the wastewater treatment plant anticipated to cost in the range of $155 million. Landfill rates have been increased to contribute toward the costs of landfill closure, capping, expansion and other solid waste activities. Golf and cemetery fees have been reviewed on a regular basis and established to cover capital and operating requirements.

A three-year recreation program fee schedule was approved by City Council in June of 2007 and reapproved in 2010 to ensure that targeted cost recovery levels are achieved.

While fee increases are not popular and are sometimes viewed as another form of taxation, they are necessary to help address the infrastructure funding gap. The City is embarking on a general review of rates and fees for all City services with a view to develop more consistent and comprehensive pricing policies. User Fees are a fair representation of the true cost to deliver the service.

It is important to note that, while the City has the authority to raise revenues through licenses and special taxes, such revenue cannot exceed the related costs, limiting any ability to use such revenues to fund capital.

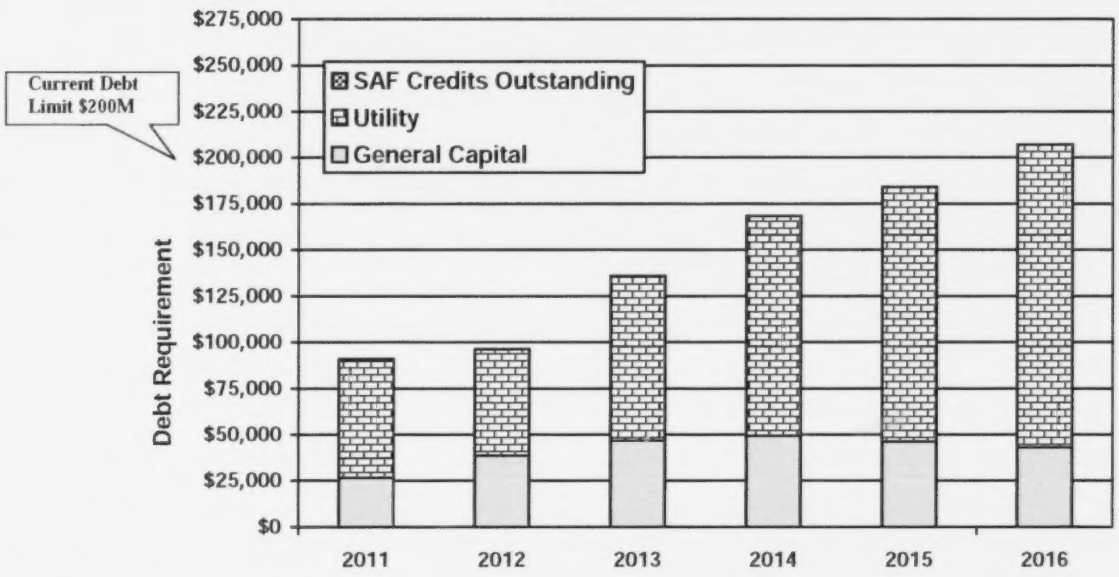
Debt Financing

The 2012 General Capital Investment Program proposes the issue of $5 million in 2012. The year end 2012 debt balance is projected at $38.8 million.

While the issuance of debt can provide for increased capital funding, the debt along with the related interest cost must be paid in future years out of operating funds. The use of debt is a trade-off between increased fiscal flexibility in the short term versus reduced fiscal flexibility over the term of the repayment of the debt.

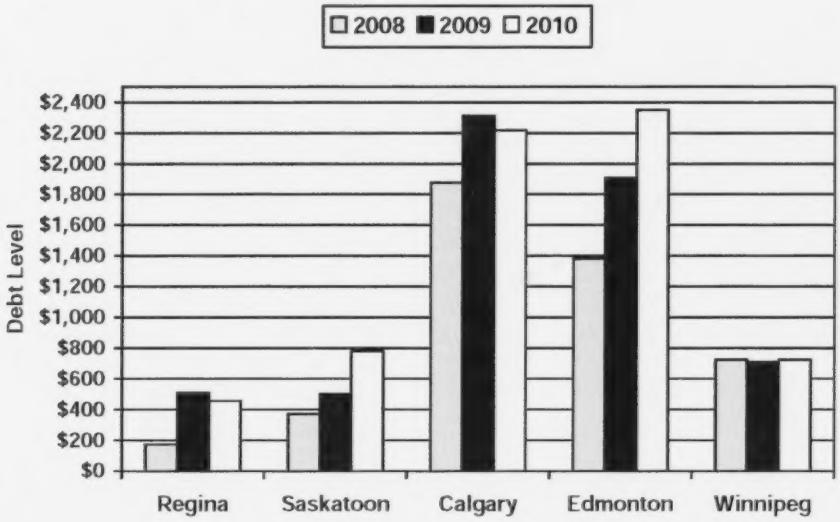
The City is faced with difficult choices. While interest costs will add to the overall bill, the rapid increases in construction costs over the past few years indicate that in some circumstances, debt financing could lower the overall costs.

Projected Debt



The 2012 General Capital Investment Program proposes to source $5 million in new debt funding. Historically Regina has remained very conservative in its use of debt. The following chart shows the per capita debt comparisons to other Cities for the years 2008, 2009 & 2010.

Per Capita Debt Comparison to other Cities



Asset Management Techniques

The City established a Corporate Asset Management Steering Committee in 2008 to begin to develop a strategic asset management policy for the organization to assist in ensuring our infrastructure is maintained, rehabilitated, and replaced in order that citizens receive acceptable levels of service from all of the programs. The Committee adopted a standardized asset management methodology that will be used corporately to manage the City's infrastructure to ensure long-term sustainability. These techniques and approaches are not new to the City, but there has been significant advancement in research available across North America that is being applied in Regina. In addition, local research through the Communities of Tomorrow and joint projects with the City of Saskatoon are providing benefits.

The City of Regina is also at various stages of completion on the following - Recreation Facility Master Plan, Core Neighbourhood Sustainability Plan, Downtown Plan, Transit Investment Plan, Official Community Plan (OCP), and Solid Waste Management Plan to assist in the preparation of long-term management of these assets through identification of community needs and trends. The City continues to identify and apply best practices in pavement, sidewalk, water, and sewer infrastructure maintenance. Significant success has also been achieved through the application of a life cycle management approach to optimizing fleet costs, reducing the City's fleet by about 20% in recent years.

Historically, municipalities were not required to account for assets with the same rigour as in other industries. However, the Public Sector Accounting Board has issued recommendations to account for municipal assets or tangible capital assets. The City of Regina implemented these recommendations for the 2009 Annual Report. This increased requirement for accounting for the City's assets will also aid in improving our management information available to ensure infrastructure investments are directed in a manner to ensure longevity and sustainability of our assets while providing the maximum benefit to citizens.

Sustainable Development Policies

Regina's Official Community Plan (OCP) establishes sustainability as one of the two principles guiding the entire plan. The other, ensuring that development occurs in a cost efficient, environmentally responsible, and socially equitable manner, is directly related to sustainability objectives.

A key policy is to maintain a compact urban form as a sustainable model. The residential growth strategy targets substantial infill development to balance peripheral expansion. Thirty percent of new housing will be directed to infill development to meet the OCP policies.

The transportation policies in the OCP support alternative modes of transportation. With higher densities in the central city, walking, bicycling and transit become more attractive options. In new suburban areas, a model was developed in the Sector Plans, which emphasises greenways and transit oriented design, which will give emphasis to alternative modes of transportation.

Growth is managed to ensure contiguous development (avoid leapfrogging) and the cost effective provision of services. The City works with the RM of Sherwood cooperatively as part of the Sherwood/Regina Planning District to manage growth in the region. Lands in the RM are reserved primarily for agricultural uses, except for sites specifically designated industrial (Sherwood Industrial Park) and commercial (abutting Highway No.1).

The City is in the midst of developing a new Official Community Plan that is scheduled to go to Council for approval in 2013.

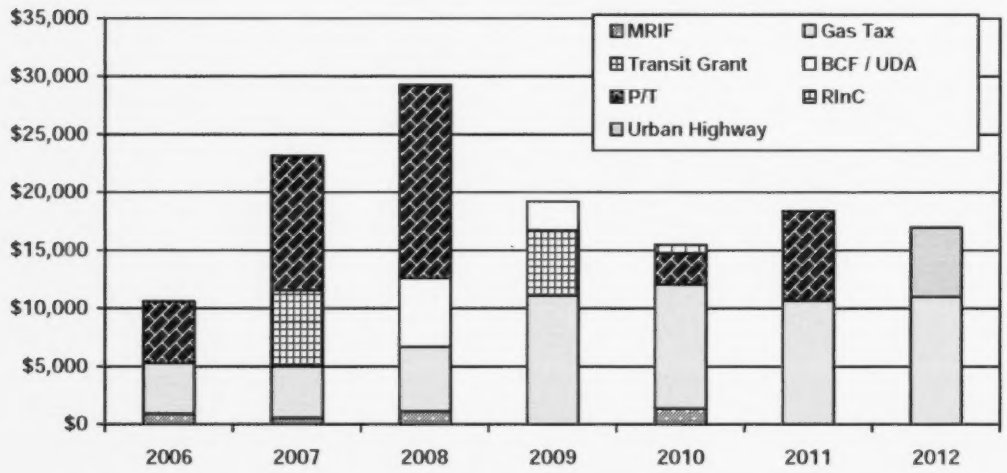
In summary, the City's sustainable development policies result in a more compact city and reduce the requirements for new infrastructure.

Capital Grant Programs

The information provided above indicates that the City is using all available approaches to manage its infrastructure requirements, but municipal taxpayers cannot do it alone. After the severe reductions in funding experienced during the 1990's and earlier this decade, the Federal Government and Provincial Governments across Canada began to recognize the importance of infrastructure funding.

> *"Canada's quality of life and economic competitiveness depend in part on having reliable, efficient infrastructure that is provided in large part by municipal, provincial, territorial and federal governments."* – ***Restoring Fiscal Balance in Canada – Focusing on Priorities – Federal Budget 2006.***

Federal Capital Grants (000$)



Gas Tax

The Federal Government has implemented a program to share a portion of the Federal Gas Tax with municipalities. The share for Regina has grown from $3.3 million in 2005 to $11.0 million in 2012. The grant is based on 1.5 cents per litre in 2005, increasing to 5 cents a litre in 2010. During 2007, the Federal Government announced an extension of the program through the 2014 – 2015 Federal fiscal years. The City of Regina has signed an agreement with the Province for 2011 to 2016.

Urban Highway Connector Program

The Urban Highway Connector Program ("UHCP") would see the City assume responsibility for several roads within city limits that are currently managed by the Province of Saskatchewan.

General Capital Program Expenditures

General Capital Investment Program Expenditures

Capital Expenditure Summary

Capital Expenditures ($000's)	2012	2013	2014	2015	2016	Five Year Total
City Operations						
Street Infrastructure Renewal	**17,034**	26,680	28,000	31,000	34,000	136,714
Bridge Infrastructure Renewal	**2,750**	7,800	8,000	10,000	15,000	43,550
Traffic Control & Safety	**2,705**	4,217	8,166	8,348	8,255	31,691
Other Transportation Projects	**1,830**	5,180	80	80	80	7,250
Landfill	**140**	5,000	100	1,700	5,000	11,940
Waste Collection	**1,570**	200	200	285	185	2,440
Open Space Restoration	**395**	1,198	1,050	1,100	1,100	4,843
Streetscape	**-**	525	440	300	300	1,565
Cemeteries	**145**	120	90	175	115	645
Golf Courses	**350**	350	350	350	350	1,750
Fire & Protective Services	**150**	2,254	425	65	65	2,959
Transit	**46**	930	-	-	-	976
Other Capital Projects PW	**-**	1,925	1,150	1,150	1,000	5,225
Division Total	**27,115**	56,379	48,051	54,553	65,450	251,548
Community Planning & Development						
Land Development	**4,800**	6,600	500	500	500	12,900
Official Community Plan	**1,329**	390	-	-	-	1,719
City Centre Development	**350**	3,279	4,582	3,283	1,995	13,489
Roadway Network Improvements	**9,050**	17,400	15,550	11,300	12,550	65,850
Other Transportation Projects CP&D	**-**	150	150	150	150	600
Recreation Facilities	**3,840**	4,350	5,350	2,710	2,850	19,100
Open Space Upgrades & New Development	**100**	25	900	4,655	150	5,830
Division Total	**19,469**	32,194	27,032	22,598	18,195	119,488
Corporate Services						
Fleet	**9,400**	11,920	10,289	10,006	9,809	51,424
Facilities	**5,585**	28,526	34,249	78,804	60,769	207,933
Information Technology	**2,466**	3,680	550	400	400	7,496
Division Total	**17,451**	44,126	45,088	89,210	70,978	266,853
Civic Capital Total	**64,035**	132,699	120,171	166,361	154,623	637,889
Regina Police Service	**1,544**	16,633	2,085	2,267	1,746	24,275
Total General Capital Expenditure	**65,579**	149,332	122,256	168,628	156,369	662,164
Available Funding	**65,579**	91,721	64,195	60,292	57,854	339,641
Funding Shortfall	**-**	57,611	58,061	108,336	98,515	322,523

Capital investments for the years 2012 – 2016 are identified in the table above. As noted in the individual divisional Capital Program Summaries, only a portion of the funding has been secured. The balance remains unfunded and is identified as "Funding Shortfall" in each table.

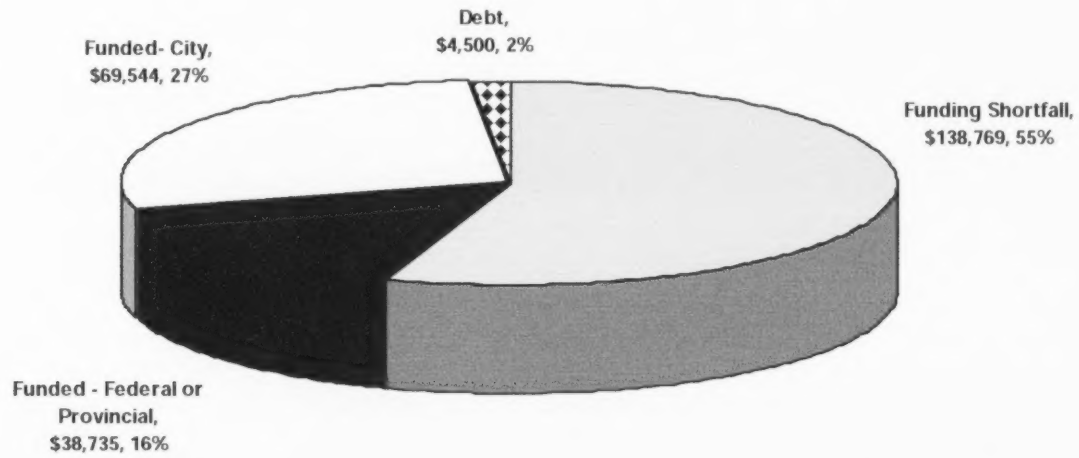
In November of 2011, the City of Regina implemented a re-organization whereby programs have been moved between Divisions to maximize efficiencies. This budget book reflects those changes. The re-organization has no impact on total funding or the allocation between programs.

City Operations Division

Capital Program Summary

	2012	2013	2014	2015	2016	Five Year Total
Capital Expenditures ($000's)						
Street Infrastructure Renewal	**17,034**	26,680	28,000	31,000	34,000	136,714
Bridge Infrastructure Renewal	**2,750**	7,800	8,000	10,000	15,000	43,550
Traffic Control and Safety	**2,705**	4,217	8,166	8,348	8,255	31,691
Other Transportation Projects	**1,830**	5,180	80	80	80	7,250
Landfill	**140**	5,000	100	1,700	5,000	11,940
Waste Collection	**1,570**	200	200	285	185	2,440
Open Space Restoration	**395**	1,198	1,050	1,100	1,100	4,843
Streetscape	**-**	525	440	300	300	1,565
Cemeteries	**145**	120	90	175	115	645
Golf Courses	**350**	350	350	350	350	1,750
Fire & Protective Services	**150**	2,254	425	65	65	2,959
Transit	**46**	930	-	-	-	976
Other Capital Projects City Operations	**-**	1,925	1,150	1,150	1,000	5,225
Total Expenditures	**27,115**	56,379	48,051	54,553	65,450	251,548
Funding Sources ($000's)						
Current Contributions	**10,886**	9,983	9,479	6,586	10,399	47,333
Debt	**4,500**	-	-	-	-	4,500
Asphalt Plant Reserve	**-**	400	150	150	-	700
Cemetery Reserve	**145**	120	90	175	115	645
Fleet Replacement Reserve	**46**	-	-	-	-	46
Golf Course Reserve	**350**	350	350	350	350	1,750
Landfill Reserve	**1,710**	5,200	300	1,900	5,100	14,210
Gas Tax (GT)	**7,337**	7,437	7,437	7,437	7,437	37,085
Urban Highway Connector Provincial	**1,650**	-	-	-	-	1,650
Service Agreement Fees - Roads	**361**	2,297	418	418	418	3,912
Service Agreement Fees - Parks	**-**	115	304	171	153	743
Developer Contributions	**130**	-	-	-	-	130
Other External	**-**	75	-	-	-	75
Funding Shortfall	**-**	30,402	29,523	37,366	41,478	138,769
Total	**27,115**	56,379	48,051	54,553	65,450	251,548

The following chart shows the identified capital requirements for the Division over the next five years, and reflects the current funding sources as well as the funding gap.



It should be noted that the capital expenditures proposed for street and bridge infrastructure renewal do not reflect the full investment required to maintain the roadway and bridge infrastructure at an optimal sustainable condition level or age. The expenditures shown for street infrastructure renewal have increased over several years in order to address the infrastructure needs of the city, and this expenditure does not represent the full total required to maintain infrastructure at its current level. This means the condition of the street infrastructure will continue to decline. To return to or maintain the average age and condition of the street infrastructure system closer to that expected at mid life, it is estimated that an additional investment in the order of $60 million per year is required beyond the figures shown. For Bridge Infrastructure Renewal, an additional $4 to $5 million per year after 2012 is required to return the bridge infrastructure to an optimal level and maintain that level.

Street Infrastructure Renewal

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Street Infrastructure Renewal						
Street Infrastructure Renewal	**17,034**	26,680	28,000	31,000	34,000	136,714
Total	**17,034**	26,680	28,000	31,000	34,000	136,714
Funding Sources						
Current Contributions	**5,197**	7,510	8,232	5,597	6,072	32,608
Debentures	**4,500**	-	-	-	-	4,500
Gas Tax (GT)	**7,337**	6,832	7,437	7,437	7,437	36,480
Landfill Reserve	**-**	-	-	-	-	-
Provincial/Territorial	**-**	-	-	-	-	-
Funding Shortfall	**-**	12,338	12,331	17,966	20,491	63,126
Funding Total	**17,034**	26,680	28,000	31,000	34,000	136,714

Current Year Programs

Street Infrastructure Renewal

General Program
This program funds planning, design, project co-ordination, and contract administration for street infrastructure renewal projects. Activities include engagement of consultants and contractors regarding design and construction of specific projects, co-ordination of street infrastructure projects with construction activities managed by other divisions or departments, collection of data on the physical condition of roads, and strategic planning and program development to strengthen street infrastructure assets. Portion of funding will be available from Gas Tax fund.

The Program strengthens the street infrastructure which supports public safety, economic development, commerce and industry in our community, and the environment. Growth of the community and economic success is greatly influenced by road conditions and public perception. A healthy street infrastructure supports commercial and industrial activity.

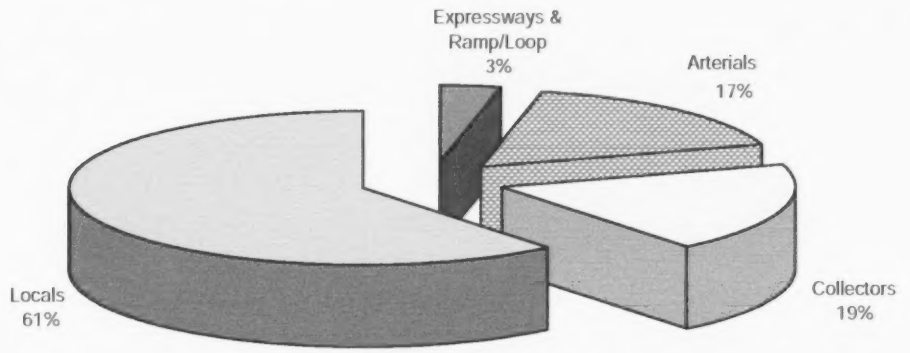
Lorne Street and Smith Street Reconstruction
This project will plan and co-ordinate construction activities for Lorne Street and Smith Street reconstruction. The reconstruction project addresses the need for the roadway to be renewed, as well as co-ordinating other infrastructure upgrades to optimize the City's Capital investment. The project includes upgrades to structural capacity domestic sewer, storm sewer, water distribution, I.T. and communications infrastructure and traffic signals. Landscaping and sidewalks will also be enhanced to meet Downtown Neighbourhood Plan guidelines.

Based on public surveys, the Road Network rates as one of the highest in terms of importance for service delivery; however, it is the lowest in terms of service satisfaction. The Road Network infrastructure includes:

- 952 kilometres of paved roads,
- 27 kilometres of gravel roadways; and
- 1,340 kilometres of sidewalks.

The functional classification of the road inventory is shown in the following graph.

Road Network Classification



Rehabilitation of existing roads refers to reconstruction and various resurfacing treatments. Two types of reconstruction are used. The first type consists of completely removing the road structure and rebuilding the road from the sub-grade to the surface. The second type is a treatment called full depth reclamation, where the road structure is pulverized, additives are added, and the structure is re-laid. Road reconstruction is typically required on roads with structural deformations or those beyond their design-life (45-50 years).

The resurfacing treatments used include plane and pave, overlays and micro surfacing. The plane and pave treatment consists of milling off a layer of old asphalt and replacing it with a new asphalt surface that is usually thicker than the one that was removed. The overlay treatment consists of laying a new asphalt layer over existing old asphalt surface with minimal or no milling prep work. The micro surfacing treatment consists of laying a very thin layer of modified asphalt over an existing asphalt surface. The resurfacing treatments are typically applied at various stages in a road life-cycle. Micro surfacing would be used earlier in the life-cycle where the plane and pave or overlay treatments may be used at year 15 or 20 in a road life cycle.

The life cycle of a road typically involves a combination of resurfacing activities until reconstruction is required. A significant portion of the City's street infrastructure is already beyond the expected life (40% of local streets and 17% overall). The remainder still requires appropriate rehabilitation and prevention treatments to ensure network elements reach their expected life.

The amount of road rehabilitation (reconstruction and resurfacing) that has been accomplished since 1993 is shown in the following table.

Road Rehabilitation (Kilometres)

	Street Reconstruction			Street Resurfacing	
Year	Collectors & Arterials	Local Streets	Total	Collectors & Arterials	Total Rehabilitation
1994	0.3	1.6	1.9	26.8	28.7
1995	0.8	1.5	2.3	8.5	10.8
1996	0.3	0.8	1.1	10.0	11.1
1997	2.7	1.3	4.0	12.2	16.2
1998	0.8	0.2	1.0	9.4	10.4
1999	1.9	1.3	3.2	16.6	19.8
2000	2.0	1.8	3.8	13.0	16.8
2001	1.2	1.4	2.6	17.0	19.6
2002	0.9	0.8	1.7	15.9	17.6
2003	0.7	0.0	0.7	20.3	21.0
2004	0.5	0.0	0.5	19.3	19.8
2005	0.4	0.0	0.4	24.1	24.5
2006	2.2	0.3	2.5	23.7	26.2
2007	0.0	2.4	2.4	25.9	28.3
2008	0.5	0.2	0.7	34.5	35.2
2009	0.3	0.3	0.6	26.6	27.2
2010	0.0	0.8	0.8	27.5	28.3
2011	7.0	1.1	1.8	21.8	23.6
Annual Average			**1.8**	**19.6**	**21.4**

Over the past 15 years, the average amount of road reconstruction has been 2.0 km per year. To maintain the network's current age profile, almost ten times that amount is required. In addition, there is insufficient resurfacing completed each year to maintain and preserve the network (about one third the required 60km). Until sufficient work is completed each year, the street infrastructure condition will continue to

decline. It is estimated that $65-80 M[1] will be required annually to maintain the existing network in its current condition. Improvement of the network condition will require a greater investment.

City Operations is in the process of implementing contemporary asset management techniques to develop a holistic approach to the investment in the City's roadways. The focus involves developing and implementing the most cost efficient maintenance, preservation and treatment strategies on the right roads at the right time. This approach achieves effective investment in roadways, as well as maintaining an acceptable level of service. As the City utilizes more preservation treatments, which have lower unit costs, the length of roadways rehabilitated will increase.

Funding for road rehabilitation is insufficient to meet current requirements and backlogs continue to grow with the shortfall in funding from prior years. Increased funding for roadways has resulted in a slight increase in rehabilitation work on the roadways. If current practice continues, it is estimated that in 2020, the high priority networks will have an average structural age of 43 years and surface age of 11 years. The lower priority networks will have an average structural age of 50 years and surface age of over 33 years.

The City continues to focus rehabilitation on major roadways and collector roadways to provide the most benefit to all motorists. Studies have shown that 80% of the traffic travel occurs on 20% of the total road network. Funding for roadway infrastructure renewal is currently prioritized as follows (from highest to lowest priority):

- Expressways and arterial roadways.
- Collector roadways and bus routes.
- Major local roadways – commercial, industrial, institutional, bus routes.
- Local roadways.

The result of this strategy is that a reasonable level of attention is paid to major roads with minimal funding for local streets.

	Average Age			Projected	Average condition	Average
Road Classification	in 1994	in 2002	in 2010	Age in 2020	(current)	Rating
Arterial	12.8	12.6	12	11.7	74/100	Good
Collector & Ind/Comm	15.1	17.6	11.7	11.4	73/100	Good
Residential	17.6	23.9	28.1	33.7	54/100	Fair

Note: The column "Average Condition (current)" of 74/100 means that the average condition of the particular road is 74 points out of a potential 100 points, which a road in optimum condition would be.

As summarized in the table above, in the last 15 years, arterials have shown gradual improvement, while collectors have had some decline with overall improvement in more recently. The residential locals, however, show a more rapid decline. The average age has increased each year, even with new residentials being added to the network. In addition, the average condition of the arterials and collectors is relatively good, while the condition of the residential network (the largest network) is significantly poorer.

[1] This represents 3 to 4 times our current level of investment

Bridge Infrastructure Renewal

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Capital Expenditures						
Bridge Infrastructure Renewal:						
Bridge Infrastructure Renewal	**2,750**	7,800	8,000	10,000	15,000	43,550
Total	**2,750**	7,800	8,000	10,000	15,000	43,550
Funding Sources						
Current Contributions	**1,100**	45	46	210	2,679	4,080
Gas Tax (GT)	**-**	605	-	-	-	605
Landfill Reserve	**-**	-	-	-	-	-
Urban Highway Connector Provincial	**1,650**	-	-	-	-	1,650
Funding Shortfall	**-**	7,150	7,954	9,790	12,321	37,215
Funding Total	**2,750**	7,800	8,000	10,000	15,000	43,550

Bridge Infrastructure Renewal

This program is to provide preservation to the existing City roadway bridge infrastructures and pedestrian bridge infrastructures. Bridge preservation project includes major repairs and small repairs for bridges. Typical major repairs/rehabilitation includes repairs to deteriorated sidewalk, deck surfaces and asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection, and the approaches on both ends of the deck.

Poor bridge conditions affect public safety. City liability for damages and injuries due to bridge condition may increase. As condition declines, maintenance costs rise and the overall life-cycle cost of the bridge increases. A healthy bridge supports commercial and industrial activity.
The City's transportation network includes 54 bridges, including eight rail overpasses, three timber bridges, 32 concrete bridges 11 eleven new bridges are added to this inventory this year as Ministry of Highway transferred the responsibilities to the City under the Urban Highway Connecting Program (UHCP). Also the City has an inventory of 31 pedestrian bridges. The current City of Regina Bridge Maintenance Program (BMP) identified that 13 bridges are in a poor condition, needing either rehabilitation or replacement.

Concrete Bridge Structures are designed with an expected life-cycle of 70-80 years. In order to survive to their full life expectancy, a combination of repairs and rehabilitation activities must be appropriately applied until replacement is required at the end-of-life. A bridge structure needs major repair/rehabilitation works in every 20-25 years in its life cycle. Typical major repairs/rehabilitation includes repairs to deteriorated sidewalk, deck surfaces and asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection, and the approaches on both ends of the deck.

The City Bridge Maintenance Program (BMP) identified 13 bridges that have to be rehabilitated by 2018 on the basis of their current structural health (excluding the bridges under UHCP) need major repairs/rehabilitation by 2018.

The City was able to rehabilitate five bridges and replace one bridge in the last three years. The Roadways Preservation branch has planned for two major repairs/rehabilitations in every year over the next ten years to achieve this target.

Bridges with a Structure Sufficiency Rating (SSR) (Alberta Infrastructure System) of 75 or above are identified as the acceptable condition level by the current Bridge Maintenance Program (BMP). Roadways Preservation's goal is to enhance the level of service rather than halt degradation of the bridges. It has been identified that the current condition needs to be improved to reach the acceptable level within ten years. This will require an investment of $10 million annually (2011 dollars).

The 2012 proposed Bridge Infrastructure Renewal Budget will allow doing two major repairs/rehabilitations, preventive repairs on various locations, repairs on various locations of pedestrian bridges. Two major repairs/rehabilitations locations are Ross Avenue over Ring Road and Pinkie Road Bridge over Wascana Creek. The following are the major bridge projects planned in 2012:

- Bridge Repairs 2012:
  - 3- Year Bridge Maintenance Projects, Phase-I
  - 3- Year Bridge Maintenance Projects, Phase-II
- Engineering & Construction services for Ross Ave. bridge over Ring Road Rehabilitation
- Engineering & Construction services for Pinkie Road bridge over Wascana Creek Rehabilitation
- Engineering services for 2013 bridge rehabilitation/major repairs projects
- Engineering & Construction services for Pedestrian Bridge repairs.

Considering the current funding level, implications and impacts on city's transportation network system, priorities are established. Bridges on major roads and high volume traffic roads were given more priorities. Following bridges are planned for rehabilitation from 2012-2016 in order of priority: Ross Avenue over Ring Road, Pinkie Road over Wascana Creek, Winnipeg Street over Ring Road, Richmond Place over Wascana Creek, Argyle Street over Ring Road, Ring Road SB over McDonald Street and Willowview Street over Ring Road.

Traffic Control and Safety

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Capital Expenditures						
Traffic Improvements:						
Anti-Whistling	-	50	57	157	157	421
Expressway Light Rehabilitation	-	470	470	470	470	1,880
LED Rehabilitation Program	-	-	300	300	300	900
LED Replacement Program	500	150	-	-	-	650
Lorne Street and Smith Street Rehabilitation - Traffic Portion	720	720	-	-	-	1,440
New/Enhanced Traffic Signals	690	1,055	810	810	810	4,175
Noise Attenuation Program	-	85	5,000	5,000	5,000	15,085
Pedestrian Protection	80	139	90	90	91	490
Residential Street Light Upgrading	50	70	70	70	70	330
Traffic Safety and Parking	140	383	484	456	472	1,935
Traffic Signal Rehabilitation	-	995	885	995	885	3,760
Traffic Signals:						
Addition of Two General Service Trucks	-	100	-	-	-	100
Turning Signals Upgrade - 11th and 12th Avenue	525	-	-	-	-	525
Total	2,705	4,217	8,166	8,348	8,255	31,691
Funding Source						
Current Contributions	2,214	1,103	830	543	1,400	6,090
Developer Contributions	130	-	-	-	-	130
Service Agreement Fees - Roads	361	299	418	418	418	1,914
Funding Shortfall	-	2,815	6,918	7,387	6,437	23,557
Funding Total	2,705	4,217	8,166	8,348	8,255	31,691

There is significant infrastructure in place to provide for the safe and effective use of the transportation system. This infrastructure is intended to address the needs of traffic and pedestrian users of the system.

Current Year Programs

LED Replacement Program

This is continuation of a five year planned replacement program (installation began in 2009) to replace the City's estimated 8300 incandescent traffic signal lamps with the LED equivalent. LED lamps are more efficient which results in lower electricity costs and less generation of greenhouse gases. LED lamps also provide enhanced reliability as the lamp does not burn out and can be replaced in a planned and systematic manner rather than requiring ad hoc replacements and a yearly program to preventatively replace incandescent bulbs to increase reliability to the public. This program results in electricity cost savings, meets legislative requirements banning the manufacture of incandescent light bulbs in 2012 and eliminates the unplanned and ad hoc lamp maintenance. Labour, materials, services, equipment, analysis tools and consulting/contracted services to complete this work are within the scope of the program.

Lorne Street and Smith Street Rehabilitation – Traffic Portion

This project will plan and co-ordinate construction activities for Lorne Street and Smith Street reconstruction. The reconstruction project supports and is required by the Downtown Neighbourhood Plan. To accommodate the Downtown Neighbourhood Plan, Transit required new bus routes on streets that do not have the structural capacity to carry the additional loading. This project addresses the need for additional structural capacity and accommodates operational needs for the City and external utility companies.

In order to build additional structural capacity, the project also requires upgrades to domestic sewer, storm, water infrastructure, IT and communications infrastructure, and traffic signals. Landscaping and sidewalks will be enhanced meet the new downtown guidelines.

New/Enhanced Traffic Signals

Based on new development and growth, changes in traffic flow, increasing congestion, pedestrian accessibility needs and public transit schedule adherence considerations, new or enhanced traffic signals are required. Projects included within this program are: traffic signal design and installation, new/additional/enhanced vehicle detection device installation, signal timing/phasing changes (including the addition of left turn signal displays), and accessible pedestrian signals installation and evaluation. Labour (including design and evaluation time), materials, supplies, equipment, analysis tools, software, and consulting/contracted services to complete this work are within the scope of the program. In 2012 projected growth in the City and changes in traffic flow due to new developments requires the installation of up to five new traffic signals. Other planned enhancements and upgrades for 2012 could include Accessible Pedestrian Signals installation at four locations, left-turn arrows, additional vehicle detection devices and other miscellaneous upgrades. Location selection is annual based on warrants (calculated from traffic volume data collected by the City's traffic counting program) and based on growth and development information from the Development Engineering Branch.

Pedestrian Protection

This is an annual program to improve pedestrian accommodations and safety for the public throughout the City. Improvements include the installation and rehabilitation of pedestrian corridors, pedestrian half signals, pedestrian crosswalk signs, no parking signs near schools, and the installation of pedestrian fencing adjacent to high speed roadways. Funding typically provides for the installation of one pedestrian corridor and three pedestrian crosswalks, and the rehabilitation of two pedestrian corridors. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Residential Street Light Upgrading

This program manages and evaluates illumination levels for the City's residential streets with a goal of providing and ensuring residents, businesses and roadway users have adequate roadway illumination. Annual project selection occurs through two processes: residents, businesses and roadway users request additional street lights and City staff evaluates areas of the City with known or suspected deficient lighting levels. City staff establishes a yearly program based on both need and available budget. Once program locations have been identified the City requests SaskPower to design, install, and maintain these new assets, with funding provided by the City. The City's annual Operating Budget budgets for the electricity costs related to the new assets. These annual operating costs are $202 per year per streetlight (based on the average cost of 18,118 total streetlights at a total estimated cost of $3,659,100 in 2011).

Traffic Safety and Parking

This is an annual program consisting of multiple traffic safety projects aimed at improving the safety and/or efficiency of on street vehicle movements or support parking control programs. Safety improvements include additional turning lanes, channelization, traffic calming, new or improved signing, or durable pavement markings. Intersection safety is also considered and intersections are analysed for improvements based on potential for collision, traffic volumes, measured delay, public concerns and field observations. Labour, equipment, project management and consulting/contracted service to complete this work are within the scope of the program.

Turning Signals Upgrade - 11th and 12th Avenue

Turning Signals Upgrade - 11th and 12th Avenue - There are six along 11th and 12th avenues that need to be upgraded.

Future Years Planned Programs

Anti-Whistling

As required by federal law, railroads must sound their engine whistles while they approach any railway/roadway level crossing. Of the approximately 55 level crossings in Regina, twenty crossings have been identified as locations where anti-whistling would be beneficial to the surrounding community. All locations slated for anti-whistling must pass rigorous safety inspections that often result in upgrades or replacement of the warning devices, such as advanced warning devices and gates. The Capital funding is to cover the costs of safety audits and improvements such as signals, fencing and pedestrian crossings so railway crossings can meet the safety criteria at the locations where anti-whistling is planned. Labour, equipment, software, and consulting/contracted services to complete this work is also within the scope of the program.

Expressway Light Rehabilitation

This annual program rehabilitates the City's approximately 900 expressway poles and their associated control cabinets over a ten year period. The goal of the program is a reduction in overall maintenance costs due to infrastructure failures and an increase in level of service and reliability. Location selection occurs annually based on the current condition of the assets as environmental conditions and rate of failure of the asset may impact the order of importance for replacement. The infrastructure replaced includes wiring, cabinets, cabinet components, luminaries and breakaway pole base components (replacement of concrete pole bases occurs under this program when the base has deteriorated to the point of failure). All labour, materials, supplies, equipment, and consulting/contracted services to complete this work are within the scope of the program.

LED Rehabilitation Program

This is an on-going annual program performing end of life asset replacement of LED traffic signal lamps installed as part of the City's planned and systematic five year conversion program which completes in 2013. Industry standard expected useful life for an LED traffic signal lamp is 5-7 years before its intensity degrades to levels that no longer meet applicable standards and specifications for illumination properties. This useful life therefore requires approximately 20% of the lamps to be replaced annually, starting in 2014 upon completion of the five year capital LED Replacement which is expected to complete in early 2013. Labour, materials, services, equipment, analysis tools and consulting/contracted services to complete this work are within the scope of the program.

Noise Attenuation Program

This program is to develop a comprehensive road noise strategy and policy that addresses noise predictions and measurements for existing and future developments. The first phase completed a comprehensive noise abatement strategy is to develop a needs assessment. The second phase of this program is a feasibility study to determine implementation costs and prioritize candidate locations. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Traffic Signal Rehabilitation

This is an ongoing annual program performing end of life asset replacement targeting rehabilitation of 4% of the City's signalized intersections per year. The program includes the replacement of traffic signal poles, ducts, wiring, controls, lights, detection equipment, audible pedestrian indications, software, other ancillary supplies and components based on the expected life spans of the individual component types. Electronic equipment has a shorter end of life and replacements occur based on a ten year end cycle after considering the current condition and functionality. Labour, materials, supplies, equipment, analysis tools, software, and consulting/contracted services to complete this work are within the scope of the program. Program locations are selected yearly based on the condition of the signals (and their components) and coordination with major roadway projects. At the end of 2011 approximately 33% will be over 25 years old and 14% will be between 15 and 24 years old.

Addition of Two General Service Trucks

This project acquires additional general service trucks for the Traffic Signals & Lighting Branch. As capital infrastructure and maintenance work increase due to continued growth and development in the City, additional staff are required to continue with the current level of service. These additional staff require additional vehicles for staff to get to work sites.

Other Transportation Projects

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Other Transportation Projects						
9th Ave. N. Winnipeg to McDonald Safety Improvements	**1,800**	-	-	-	-	1,800
Railway Crossing	**-**	50	50	50	50	200
Ring Road Sign Rehabilitation	**30**	30	30	30	30	150
Tourist Signing Phase II & III	**-**	400	-	-	-	400
Upgrade Saskatchewan Dr. at Albert St.	**-**	4,700	-	-	-	4,700
Total	**1,830**	5,180	80	80	80	7,250
Funding Sources						
Current Contributions	**1,830**	763	1	2	14	2,610
General Fund Reserve	**-**	-	-	-	-	-
Other External	**-**	75	-	-	-	75
Service Agreement Fees (Roads)	**-**	1,998	-	-	-	1,998
Funding Shortfall	**-**	2,344	79	78	66	2,567
Funding Total	**1,830**	5,180	80	80	80	7,250

Current Year Programs

9th Ave. N. Winnipeg to McDonald Road Safety Improvements

This project is to conduct a study of 9th Avenue North between Winnipeg Street and McDonald Street to ensure the roadway meets City standards for the volume and type of use. The result of the study will determine if detailed design and construction would be necessary. Construction is scheduled for 2012. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Ring Road Sign Rehabilitation Program

There are 44 large green information signs along Ring Road from Victoria Ave to Pasqua St. These signs are beyond their design life and are deteriorating. This program's intent is to replace these signs with new, more visible and functional signs that meet national standards. The recommended rehabilitation program is to replace the signs over a ten year period (approximately six signs per year). An annual budget of $30,000 is required. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Future Years Planned Programs

Railway Crossing

This program is to upgrade the roadway at railroad crossings to safe railway condition. This program is coordinated with Canadian National Railway and Canadian Pacific Railway programs to upgrade the railroad tracks at the crossings. Two or three crossings are upgraded every year. The activities involved in this program are engineering services, asphalt resurfacing, concrete repairs, and replacing railway seals.

Portion of cost will be shared with the Canadian National Railway and Canadian Pacific Railway. City liability for damages and injuries due to railway crossing condition may increase.

Tourist Signing Phase II & III

This project was designed to build and install additional tourist signs such as trailblazers and programmable variable message signs. These signs provide direction and information to tourists about the events and attractions that Regina has to offer. Trailblazer signs would be placed at highway entrances to the City where currently there are no signs. Included in this program are two welcome visitors gateway signs to be installed at the North and South Highway No. 6 entrances. Contribution from the City towards capital projects would fund this program. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Upgrade Saskatchewan Drive at Albert Street

This project provides upgrades to Saskatchewan Drive and Albert Street to increase the safety, capacity, and maintainability of the intersection. Anticipated work includes; widening Saskatchewan Drive near the intersection, lengthen turning lanes on Saskatchewan Drive, upgraded traffic signals, new pavement & sidewalks, flattening the grade through the intersection, removal of concrete islands, and landscaping. All labour, materials, project management, services, equipment, and consulting/contracted services as required for this project are within the project scope. Possible funding partnerships will be considered.

Landfill

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Capital Expenditures						
Fleet Street Landfill:						
Landfill Capping and Closure	-	1,000	-	-	1,000	2,000
Landfill Gas Collection	-	3,000	100	1,200	-	4,300
Tractor and Turner for Composting	140	-	-	-	-	140
New Landfill:						
Landfill Development-Engineering Design and Construction	-	1,000	-	500	4,000	5,500
Total	140	5,000	100	1,700	5,000	11,940
Funding Sources						
Landfill Reserve	140	5,000	100	1,700	5,000	11,940
Funding Total	140	5,000	100	1,700	5,000	11,940

The City's landfill is located in the northeast corner of the city. The landfill has been in operation at the site since 1961. The entire site occupies approximately 124 hectares, with the approved footprint of the landfill disposal area covering approximately 80 hectares. The current height of the landfill is approximately 45 meters above the surrounding landscape.

Current Year Programs

Tractor and Turner for Composting

The landfill requires capping and closure in the future to ensure proper environmental management. This project will require a large amount of top soil for vegetation. The landfill currently has a small composing program to make topsoil and thus minimizing the need to import material. To create a more cost effective product a tractor and compost turner will be purchased.

Future Years Planned Programs

Landfill Capping and Closure

The City has identified a need to update the previous closure plan, identify material to be used for construction, develop a closure progression schedule, engineering, design and construction of an engineered cover. Landfill capping and closure ensures compliance with the requirement of Saskatchewan Ministry of Environment Permit to Operate and the Waste Management regulations. Funding is from the Landfill Reserve.

Landfill Gas Collection

The Landfill Gas Collection and Flare System capture and destroy landfill generated methane which is a Greenhouse Gas. Funding is from the Landfill Reserve. Work includes engineering design and construction of gas collection wells and piping and associated elements.

Landfill Development-Engineering Design and Construction

Provides for expansion of the Fleet Street Solid Waste Disposal and Recovery Facility (landfill) which is a critical component of the City's waste management infrastructure. Funding is from the Landfill Reserve. Work includes engineering, design and construction of new landfill cell areas including environmental protection elements and associated improvements.

Waste Collection

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Capital Expenditures						
Solid Waste						
Automated Side Loader Refurbishment	**500**	-	-	-	-	500
Refuse Cart Replacement	**-**	-	-	85	85	170
Refuse Cart Population Growth	**100**	100	100	100	100	500
Waste Plan Regina - Implementation Plan	**970**	100	100	100	-	1,270
Total	**1,570**	200	200	285	185	2,440
Funding Sources						
Landfill Reserve	1,570	200	200	200	100	2,270
Funding Shortfall	**-**	-	-	85	85	170
Total Funding	**1,570**	200	200	285	185	2,440

Current Year Programs

Automated Side Loader Refurbishment
Refurbishment of automated side loading trucks to accommodate cart collection.

Refuse Cart Population Growth
Purchase of 1,000 refuse carts annually for expected population growth.

Waste Plan Regina - Implementation Plan
The Implementation of Waste Plan Regina includes providing property-side recycling, bulky waste pick up and yard and leaf waste collection to 65,000 residences, conversion of back alley shared refuse containers to carts (30,000), construction of a permanent House Hold Hazardous Waste Facility and the creation of a utility billing system for solid waste collection.

Future Year Programs

Refuse Cart Replacement
Carts have an expected lifetime of ten years. Cart deployment began in 2006; therefore an annual replacement program will need to be initiated in 2015 to begin deployment in the following year.

Open Space Restoration

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Irrigation System Improvements						
Irrigation System Improvements	**200**	400	400	400	400	1,800
Restoration:						
Multi-use Pathway Asphalt Recapping	**195**	195	195	195	195	975
Parks and Open Space Restoration	**-**	400	400	450	450	1,700
Radio System User Gear Replacement	**-**	148	-	-	-	148
Water Features Restoration	**-**	25	25	25	25	100
Athletic Surfaces						
Backstop Restoration	**-**	30	30	30	30	120
Total	**395**	1,198	1,050	1,100	1,100	4,843
Funding Source						
Current Contributions	**395**	337	309	199	196	1,436
Funding Shortfall	**-**	861	741	901	904	3,407
Funding Total	395	1,198	1,050	1,100	1,100	4,843

The City manages diverse open spaces with various levels of development and use. The open spaces range from high quality, high use parcels such as Kiwanis Park and Victoria Park to minimally developed open spaces such as utility parcels, pipeline rights-of-way, and storm channel fringes.

Current Year Program

Irrigation System Improvements

Funding is directed at restoring and replacing deteriorated irrigation system components to ensure effective operation in the City's parks and open space. This typically includes lifecycle replacement of quick coupler valves, sprinklers, automated valves, valve boxes, water lines, water service boxes including backflow devices, pump stations, computer system software and hardware, and the decommissioning and abandonment of water service boxes.

Multi-use Pathway Asphalt Recapping

Residents and visitors enjoy 30 kilometres of multi-use pathway throughout Regina. Some sections of the pathway are in need of immediate recapping, with the remainder needing to be recapped over the next few years to keep them in good, usable and safe condition. Started in 2010, as a project phased over ten years, recapping includes cleaning and applying tack oil to the area to be recapped and supplying and installing 50 mm of hot mix asphalt. The cost is $65,100 per kilometre for a three metre wide path, for a total cost of $1,953,000.

Future Years Planned Programs

Restoration

Parks and Open Space Restoration

This funding is used to restore or replace deteriorated open space amenities to a safe and useable condition. Funding is used for activities such as major turf repair, furniture and fixture replacement, pathway surface repairs, tree and shrub bed replacement, drainage improvements, and upgrades to the protective surfacing zones beneath play structures.

Radio System User Gear Replacement
In 2013, the current radio system, used corporately by Fire, Police, EMS, outside agencies and several internal departments, including Parks & Open Space, will be replaced with a new system. Funding is required to replace any portable or mobile radios that are currently in use that will not be compatible with the new system. The current system has undergone several upgrades since its inception approximately ten years ago. The last software release has been installed however; no further upgrades will be available, making the purchase of new equipment mandatory.

Water Features Restoration
Water features, comprising of waterfalls and fountains at Wascana View Park, Kiwanis Waterfall Park, Lakewood Park, Rochdale Park and Queen Elizabeth II Courtyard, have reached their maturation point and do not operate as originally designed. Recommendations from a condition assessment on each of the water features will provide direction for repair, replacement or decommissioning. These recommendations will be phased in over five years.

Athletic Surfaces

Backstop Restoration
This program provides funding for the restoration or decommissioning of ball diamond backstops. Based on the recommendation of the Athletic Field Study, which provides principles, guidelines, standards and policies to guide the development and management of athletic surfaces, the Study includes criteria for prioritizing capital projects. Ball diamond backstops typically deteriorate as a result of significant use of the ball diamond. Restoration is prioritized by ball diamond use as well as consideration for the safety of users and spectators.

Streetscape

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Streetscape Development:						
Major Arterial Streetscaping	-	405	320	180	180	1,085
Streetscape Restoration:						
Tree Replacement along Arterials, Buffers and Parks	-	120	120	120	120	480
Total	-	525	440	300	300	1,565
Capital Funding						
Current Contributions	-	115	40	23	26	204
Service Agreement Fees (Parks)		115	304	171	153	743
Funding Shortfall	-	295	96	106	121	618
Funding Total	-	525	440	300	300	1,565

Future Years Planned Programs

Major Arterial Streetscaping

This project comprises of tree planting at city gateways, major arterials, intersections, and underpasses within or servicing new development areas. Projects included in this category may be eligible for funding from Servicing Agreement Fees. Landscape development plans for these projects typically include trees, shrubs, grass, flower beds and/or hard-surface landscaping, irrigation, furnishings and other amenities. Funded partially by Servicing Agreement Fees, this program contributes to an attractive open space system.

Tree Replacement along Arterials, Buffers and Parks

Over the past several years, tree vacancy has become noticeable along arterial roads, buffers and within park space. Tree vacancy is a result of tree mortality subsequent to a three-year establishment period. Newly planted trees are maintained and watered during the establishment period. Subsequent to that, the trees do not receive further care. Most trees survive, however some die as a result of mechanical damage, vandalism, rodents, wildlife, environmental conditions and road construction. This program will replace these vacancies.

Cemeteries

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Cemetery Improvements and Repairs:						
Cemeteries General Allocation	**145**	120	90	175	115	645
Total	**145**	120	90	175	115	645
Funding Sources						
Cemetery Reserve	**145**	120	90	175	115	645
Funding Total	**145**	120	90	175	115	645

Current Year Programs

Cemeteries General Allocation

The Cemeteries General Allocation, funded entirely through the Cemeteries Reserve, is used to sustain the cemeteries' assets to ensure the cemetery program continues to effectively operate its two locations: Regina Cemetery and Riverside Memorial Park Cemetery. The work typically funded through the General Allocation includes the construction of monument strip foundations, columbarium purchases and installation, new and infill tree and shrub plantings, landscape upgrades, road repairs, sign installations, and irrigation restoration. The cemetery program operates on a cost-recovery basis. Fees and charges are established to offset annual operating costs, as well as the cemeteries' capital needs.

Golf Courses

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
General Golf Course Projects:						
Golf Courses General Allocation	**350**	350	350	350	350	1,750
Total	**350**	350	350	350	350	1,750
Funding Sources						
Golf Course Reserve	**350**	350	350	350	350	1,750
Funding Total	**350**	350	350	350	350	1,750

Current Year Programs

Golf Courses General Allocation

The Golf Courses General Allocation, funded entirely through the Golf Course Reserve, is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: Tor Hill, Murray, Joanne Goulet and Lakeview Par 3. The capital work typically funded through the General Allocation includes mitigation of water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration. The Golf Course Management and Financial Plan, approved by City Council in 1999, establishes the capital development strategy for golf courses in the context of course revenues. A three year fee schedule, 2010 - 2012, was approved by City Council in February 2010.

Fire & Protective Services Department

Capital Summary (000's)	2012	2013	2014	2015	2016	Five Year Total
Other Equipment Fire						
Air Purifying Breathing Air Compressor/Fill Station	**85**					85
Fire Capital Equipment Restoration & Wellness	**65**	65	65	65	65	325
Radio System Infrastructure Upgrade	-	1,520	-	-	-	1,520
Radio System User Gear Replacement	-	313	-	-	-	313
Thermal Imaging Cameras	-	-	110	-	-	110
Traffic Signal Pre-emption	-	106	-	-	-	106
Training Props	-	250	250	-	-	500
Total	**150**	2,254	425	65	65	2,959
Funding Sources ($000's)						
Current Contributions	**150**	34	21	12	12	229
Funding Shortfall	-	2,220	404	53	53	2,730
Funding Total	**150**	2,254	425	65	65	2,959

Current Year Programs

Air Purifying Breathing Air Compressor/Fill Station

RFPS has two breathing air fill stations which support the filling of Self Contained Breathing Apparatus used in firefighting operations and hazardous materials responses, Regina Police Service SCUBA tanks and equipment used by City Operations. These fill stations consist of a compressor, filters, storage tanks and a distribution/control panel. The average service life of this equipment is 20 years. Funding is for the replacement of one of two fill stations which is currently in excess of 30 years old.

Fire Capital Equipment Restoration & Wellness

This program addresses unfunded equipment replacement needs. Equipment life cycle analysis has identified funding gaps based on life expectancy and upgrades to equipment as identified by NFPA Standards, CSA Standards and Occupational Health and Safety regulations. With no identified funding programs to replace these assets this equipment is or has surpassed its safe working life or is functionally obsolete placing our employees and the citizens at risk. Items in this category are related to fire appliances, specialized tools and equipment.

The program also includes the wellness/fitness equipment that supports the implementation and sustainability of the department's peer fitness program that promotes fitness and well-being of employees which allows them to meet the physical demands and challenges of the fire-fighting profession. The department cost shares fitness equipment with the employee organization.

Future Years Planned Programs

Radio System Infrastructure Upgrade

The Trunked Radio System Infrastructure was upgraded in 2003 and many of the existing components are at the end of their life cycle. This project will facilitate a gradual, financially and technically feasible system migration to the P25 System. Public Safety users require a Public Safety Grade Project 25 (P25) System. P25 is a suite of standards for digital radio communications for use by federal, provincial and local public safety agencies in North America that allow communication with other agencies and mutual aid response teams during emergencies.

Radio System User Gear Replacement
The City's Trunked Radio System that hosts over 1,300 public safety and public service radio users requires upgrading. The existing system was implemented in 2003 and is at the end of its life cycle. System infrastructure upgrades will render some models of mobile and portable radio equipment inoperative and obsolete, therefore replacement is required. Upgrading existing devices where possible is considerably less expensive than replacement. The department's 102 portable radio devices are upgradable to the new system and the 62 mobile radio devices require replacement.

Thermal Imaging Cameras
The department currently has 11 thermal imaging cameras deployed on emergency response apparatus. This specialized equipment has proven invaluable in quickly locating fire victims, and/or fire and heat sources in extreme smoke and related emergency conditions. The thermal imaging camera is able to "see" through heavy smoke conditions during rescue or recognise heat within walls and partitions identifying fire extension. Due to the extreme conditions in which these cameras are required to function, they have a five-year life expectancy. Funding is for the replacement of all cameras.

Traffic Signal Pre-emption
This is an ongoing project. In 2007, a review of the existing placement of traffic pre-emption equipment was conducted and additional equipment was purchased. This system allows fire apparatus responding to incidents to control the flow of traffic, thereby improving the response time. Program expansion is requested due to population and property development growth. Additional devices are needed in order to maintain the Department's response time objective.

Training Props
The department is developing a business plan for the initiation of an academy to deliver training programs for a targeted market and generate revenues to offset sunk costs for mandatory staff training and development. The props will assist in the delivery of the programs. The plan for the academy will be completed in 2012 and will influence the project budget and list of required training props.

Transit Department

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Paratransit Buses						
Expansion of Paratransit Fleet	-	230	-	-	-	230
Facilities and Equipment						
Cash Office Equipment	46	-	-	-	-	46
Radio System User Gear Replacement	-	700	-	-	-	700
Total	**46**	930	-	-	-	976
Funding Sources ($000's)						
Current Contributions	-	69	-	-	-	69
Fleet Replacement Reserve	46	-	-	-	-	46
Funding Shortfall	-	861	-	-	-	861
Total Funding	**46**	**930**	-	-	-	976

Current Year Programs

Facilities & Equipment

Cash Office Equipment
Funding is needed to purchase a new cash sorter and wrapper. This equipment purchase is funded through the Transit Equipment Reserve and is the regular replacement cycle for the cash office sorting, counting and wrapping equipment.

Future Years Planned Programs

Paratransit Buses

Expansion of Paratransit Fleet
Funding is requested to purchase two new Paratransit Buses. Paratransit has many requests for trips that cannot be accommodated with the current Paratransit fleet. Currently, customer service is compromised because the demand exceeds the available service. Paratransit is averaging 1,200 requests for trips each month that cannot be accommodated. The addition of two Paratransit vehicles and corresponding service hours will increase the capacity of Paratransit. New buses would be used primarily Monday to Friday during peak hours when it is most difficult to meet the customer demand for service. The addition of two buses will increase customer satisfaction and begin to address some of the ongoing service demands.

Radio System User Gear Replacement
Replacement of existing radio system as part of a City-wide initiative in 2013 will be compulsory.

Other Capital Projects

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Capital Expenditures						
Asphalt Plant						
Granular Material - Salt Management	-	70	-	-	-	70
Improvement of soil blending and storing facility	-	30	-	-	-	30
Upgrade of major components of asphalt plant	-	400	150	150	-	700
Buildings & Yards						
Snow Storage/Disposal Facility Development	-	1,000	1,000	1,000	1,000	4,000
Trunked Radio System User Gear Replacement -	-	425	-	-	-	425
Total	-	1,925	1,150	1,150	1,000	5,225
Funding Source						
Asphalt Plant Reserve	-	400	150	150	-	700
Current Contributions to Capital	-	8	-	-	-	8
Funding Shortfall	-	1,517	1,000	1,000	1,000	4,517
Funding Total	-	1,925	1,150	1,150	1,000	5,225

Future Years Planned Programs

Asphalt Plant

Granular Material - Salt Management
This project is to reduce the environmental impact of storing salt and salt mixtures by eliminating or capturing runoff and removing salt prior to the water entering the sewer system. It will include engineering, procurement, and construction. The project will be funded by general contributions.

Improvement of soil blending and storing facility
Currently soil mixtures are stored outdoor and are exposed to rain. Wet soils are not workable and require increased labour and equipment time and substantial productivity loses for the landscape maintenance crews. It was estimated by the internal customers that the additional cost to handle wet soils is $20,000 as compared to handling dry soils. The raw materials are stored on clay and after heavy rain the site is not accessible to blend soils for few days. This affects availability of the products to internal crews. To increase customers' satisfaction and reduced their down time it is proposed to pave the area where the materials are stored and build a roof over a portion of blended soils to secure the supply of dry materials for at least a week.

Upgrade of major components of asphalt plant
This is a general allocation for upgrading major components of the Asphalt Plant. Each component is evaluated periodically and scheduled for replacement during winter months if probability of total failure to occur within a year is high. The components selected for replacement due to economical reasons will be based on a cost/benefit ratio.

The 2013 portion of the project is to add capacity of cold planings recycling either as major part of emulsion based cold mix or small component of hot mixes.

Snow Storage/Disposal Facility Development - Phase I Site Design
The City's vision is to develop an engineered, cost effective snow disposal system that will serve Regina's future needs. The City of Regina has an approved Salt Management Plan fulfilling the City's obligations under provincial and federal legislation. The City's stated goal in regard to snow disposal sites is to use TAC's Syntheses of Best Practices Road Salt Management - Snow Storage and Disposal.

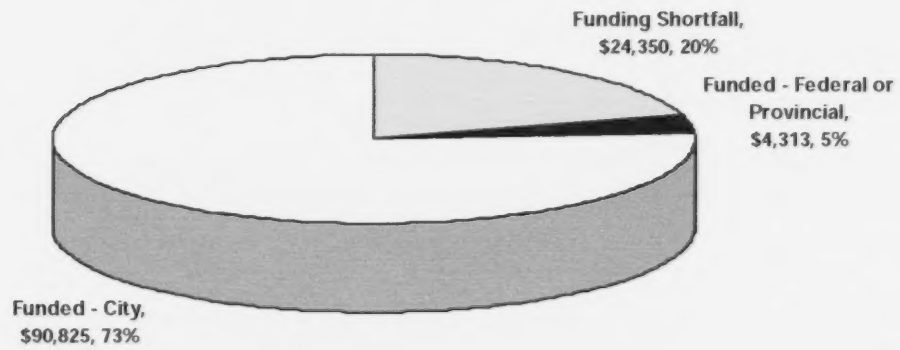
Trunked Radio System User Gear Replacement- General Fund
Trunked Radio System Infrastructure Upgrade will require new user gear (portable and mobile radios) as existing gear will not work on the new Infrastructure.

Community Planning & Development Division

Capital Program Summary

Capital Expenditures ($000's)	2012	2013	2014	2015	2016	Five Year Total
Land Development	**4,800**	6,600	500	500	500	12,900
Official Community Plan	**1,329**	390	-	-	-	1,719
City Centre Development	**350**	3,279	4,582	3,283	1,995	13,489
Roadway Network Improvements	**9,050**	17,400	15,550	11,300	12,550	65,850
Other Transportation Projects CP&D	**-**	150	150	150	150	600
Recreation Facilities	**3,840**	4,350	5,350	2,710	2,850	19,100
Open Space Upgrades and New Development	**100**	25	900	4,655	150	5,830
Total	**19,469**	32,194	27,032	22,598	18,195	119,488
Funding Sources ($000's)						
Current Contributions	**2,366**	2,119	1,939	1,234	1,539	9,197
Debt	**500**	2,000	4,000	1,860	-	8,360
Deferred Revenue-Dedicated Lands	**-**	-	375	2,125	-	2,500
General Fund Reserve	**50**	-	-	-	-	50
Land Development Reserve	**4,800**	6,600	500	500	500	12,900
Urban Highway Connector Program	**4,313**	-	-	-	-	4,313
Service Agreement Fees (Parks)	**2,876**	721	1,422	2,832	1,230	9,081
Service Agreement Fees (Roads)	**2,644**	13,805	10,334	7,451	6,883	41,117
Developer Contributions	**1,920**	1,380	3,600	-	720	7,620
Funding Shortfall	**-**	5,569	4,862	6,596	7,323	24,350
Funding Total	**19,469**	32,194	27,032	22,598	18,195	119,488

The following chart shows the identified capital requirements for the Division over the next five years, and reflects the current funding sources as well as the funding gap.



Land Development

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Ross Industrial Land Development						
Ross Industrial Land Development	**3,100**	5,400	-	-	-	8,500
North Argyle Land Development						
North Argyle Land Development	**1,000**	1,000	500	500	500	3,500
Land Development						
Parliament & Queen Redevelopment	**500**	-	-	-	-	500
Riverside	**200**	200	-	-	-	400
Total	**4,800**	6,600	500	500	500	12,900
Funding Sources						
Land Development Reserve	**4,800**	6,600	500	500	500	12,900
Funding Total	**4,800**	**6,600**	**500**	**500**	**500**	**12,900**

The City undertakes land development as required to ensure a supply of land is available such as industrial land.

Whenever the City undertakes land development the City pays all associated costs of the development such as servicing fees, development fees, and costs for infrastructure, surveying and design costs.

Funding for land development is from the Land Development Reserve which was created in 2010 as a dedicated funding source for the acquisition and land development project costs where the city is the developer. It is anticipated that over time real estate revenues will provide returns beyond what is required for the Land Development Reserve Fund. In the short tem funds in the reserve are required for the up front costs of land development that will generate the long term income streams.

Current Year Programs

Ross Industrial Land Development Phase
The City of Regina is currently in the pre-design stages of the next phase of Ross Industrial Park. This phase will create approximately 14 one acre sites and 12 smaller sites. There will be an additional 30 acres of raw land available to develop beyond 2013.

North Argyle Land Development
The project will maximize the value of existing land and ensure the land is available to enable growth. The project will fulfill the expected demand for land in this area with development phased over a few years. The funds will support servicing of the land to accommodate residential and commercial demand. Funding for this project is from the General Fund Reserve.

Parliament & Queen Redevelopment
With completion of the planned extension of these streets there is the opportunity to develop some residential and commercial lots in accordance with the existing secondary plan.

Riverside
Residential Land Development - This project includes a study to evaluate the market demand and feasibility of developing the city owned lands in the Riverside area. The project will provide guidance with respect to the future use of the land and will provide opportunity to maximize the value of the land to generate revenues for the City. Funding for this project is from capital carry forward from a 2009 Real Estate Project.

Official Community Plan

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Development of the Official Community Plan						
OCP Study	1,329	390	-	-	-	1,719
Program Total	1,329	390	-	-	-	1,719
Funding Sources						
Current Contributions	1,087	90	-	-	-	1,177
Service Agreement Fees (Parks)	121	35	-	-	-	156
Service Agreement Fees (Roads)	121	35	-	-	-	156
Funding Shortfall	-	230	-	-	-	230
Funding Total	1,329	390	-	-	-	1,719

Current Year Programs

OCP Study

As a result of provincially legislated requirements (Planning and Development Act, 2007), a review and revision of Part A of the Regina Development Plan, Bylaw No. 7877 into a new Official Community Plan (OCP) was identified in the Corporate Strategic Plan as a Key Area of Focus for the City in 2008-2012. This OCP will respond to current circumstances and trends and address future growth needs based on sustainability: environment/ecology, economics, culture and the social aspects of the community. This will be accomplished through the development of a comprehensive growth strategy to tie together serviceability, community input and best practices that will determine principles and sequencing for future growth of the city.

City Centre Development

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
City Centre Development						
Downtown Street Furnishings	-	50	50	50	50	200
Downtown Streetscape Standards	-	50	-	-	-	50
Downtown Transportation and Transit Study	**350**	350	-	-	-	700
Lorne Street Revitalization	-	207	214	1,288	-	1,709
Montreal Street Greenway	-	142	428	320	320	1,210
Neighbourhood Plan Preparation	-	625	625	625	625	2,500
Scarth Street Revitalization	-	855	2,265	-	-	3,120
Victoria Avenue Streetscaping	-	1,000	1,000	1,000	1,000	4,000
Total Expenditures	**350**	3,279	4,582	3,283	1,995	13,489
Funding Sources ($000's)						
Current Contributions	**350**	869	1,291	551	356	3,417
Service Agreement Fees (Parks)	-	191	192	232	-	615
Funding Shortfall	-	2,219	3,099	2,500	1,639	9,457
Total Funding	**350**	3,279	4,582	3,283	1,995	13,489

Current Year Programs

Downtown Transportation and Transit Study

The project includes a comprehensive review of traffic operations, traffic controls, transit needs and operations, parking, one-way conversions, asset conditions, and bike and pedestrian planning for all streets between Broad Street and Albert Street and Saskatchewan Drive and Victoria Avenue. This is a two-year project and is 100% funded from current contributions.

Future Years Planned Programs

Downtown Street Furnishings

This program provides for an ongoing implementation of new downtown street furnishings such as benches, bike racks and waste receptacles.

Downtown Streetscape Standards

Consulting services will provide downtown streetscape standards and drawings per the Regina Downtown Neighbourhood Plan.

Lorne Street Revitalization

The Lorne Street Revitalization is a redevelopment of the public realm along Lorne Street from Victoria Avenue to College Avenue. The enhancements would create a more pedestrian-friendly environment and would include sidewalk widening, curb extensions, public art, pedestrian level lighting, new street trees, site furnishings and a pocket park, including land acquisition. The project was initiated by recommendations in the Wascana Centre Authority Master Plan (1999 & 2006) and the Regina Downtown Development Plan (Regina Market Square, 1999). Eighteen percent of the costs of this project will be from Servicing Agreement Fees (Parks and Recreation) and the remaining 82% from Current Contributions to Capital.

Montreal Street Greenway
The Montreal Street Greenway is a redevelopment of the public realm, primarily along Montreal Street, from 11th Avenue to Broadway Avenue. A preliminary concept plan done as part of the draft Core (Heritage) Neighbourhood Sustainability Action Plan (2009) illustrates enhanced streetscaping to improve pedestrian linkages within the neighbourhood and to the commercial area south of the neighbourhood (on Broadway Avenue). The greenway will become a north-south focal point (spine) for the neighbourhood. The enhancements would accommodate better pedestrian flow. A more detailed design and public consultation process will determine the scope of the work. The City's Current Contribution to Capital funds this project.

Neighbourhood Plan Preparation
Preparation of new neighbourhood plans and updating existing neighbourhood plans will lead to more strategic capital investments in the City Centre area. In addition, this work will prepare the way for significant private sector, non-profit sector, and public sector (including senior government) investments in infill development in these neighbourhoods. Neighbourhood plans are an important piece of the hierarchy of plans included in the Official Community Plan. In many cases, existing neighbourhood plans are over 20 years old. To be effective and in order to support successful implementation of the Downtown Neighbourhood Plan, plans for those neighbourhoods immediately bordering the downtown must be contemporary and aligned. The City's Current Contribution to Capital funds this project.

Scarth Street Revitalization
The Scarth Street Revitalization is a redevelopment of the public realm along Scarth Street from Victoria Avenue to College Avenue. The enhancements would create a more pedestrian-friendly environment and would include sidewalk widening, curb extensions, public art, pedestrian level lighting, new street trees and site furnishings. The project was initiated by recommendations in the Wascana Centre Authority Master Plan (1999 & 2006) and the Regina Downtown Development Plan (Regina Market Square, 1999). Eighteen percent of the costs of this project will be from Servicing Agreement Fees (Parks and Recreation) and the remaining 82% from Current Contributions to Capital.

Victoria Avenue Streetscaping
Streetscape improvements will be undertaken to Victoria Avenue in the downtown, implementing the Regina Downtown Neighbourhood Plan.

Roadway Network Improvements

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Roadway Network Improvements						
13th Avenue corridor improvements (Elphinstone Street to Lewvan Drive)	-	-	300	-	-	300
Arcola Avenue Functional Study (College Avenue to Prince of Wales Drive)	-	-	-	250	-	250
Argyle St. North (Sangster Boulevard to Pipeline)	-	-	-	-	650	650
Argyle St. North (South of Pipeline to Rochdale	-	-	-	-	1,200	1,200
Assiniboine Avenue and Highway #1 Bypass - Interchange Ramps	-	-	-	2,250	-	2250
Chuka Blvd (Green Apple Drive to Primrose Drive)	-	-	3,500	-	-	3,500
Diefenbaker Drive (Extension east to Highway 11)	-	-	2,500	-	-	2,500
Diefenbaker Drive (McCarthy Boulevard to Skyview	-	1,750	-	-	-	1,750
Fleet St. Extension (CPR Mainline to Ross Ave.)	-	-	-	200	1,800	2,000
Gordon Road extension (Storm Water Channel to Campbell Street)	**2,000**	-	-	-	-	2,000
Lewvan Dr. and Dewdney Ave. Intersection	-	-	250	2,500	-	2,750
Parliament Ave. Extension (Harbour Landing Dr. to James Hill Rd.)	-	2,300	-	-	-	2,300
Pasqua St. and Ring Rd. Intersection Improvements	-	9,500	-	-	-	9,500
Pasqua St. Corridor Improvements (Ring Rd. to North of Rochdale Blvd.)	-	3,150	-	-	-	3,150
Pasqua St. Widening (Sherwood Dr. to Ring Rd.)	-	-	-	5,500	-	5,500
Ring Rd. Widening (Albert St. to McDonald St.)	**100**	500	5,000	-	-	5,600
Rochdale Blvd. Extension (existing to Argyle St.)	**1,200**	-	-	-	1,200	2,400
Saskatchewan Drive Widening (Halifax Street to	-	-	-	300	3,000	3,300
Saskatchewan Drive Widening (Lorne Street to Angus	-	200	4,000	-	-	4,200
Victoria Avenue East (Fleet St. to City Limits)	**5,750**	-	-	-	-	5,750
Wascana Pkwy. And Hwy 1 Interchange	-	-	-	300	4,700	5,000
Total	**9,050**	17,400	15,550	11,300	12,550	65,850
Funding Sources						
Current Contributions	**294**	591	452	537	841	2,715
Developer Contributions	**1,920**	1,380	3,600	-	720	7,620
Servicing Agreement Fees (Parks)	-	114	-	-	-	114
Servicing Agreement Fees (Roads)	**2,523**	13,770	10,334	7,451	6,883	40,961
Urban Highway Connector Provincial	**4,313**	-	-	-	-	4,313
Funding Shortfall	-	1,545	1,164	3,312	4,106	10,127
Funding Total	**9,050**	17,400	15,550	11,300	12,550	65,850

Roadway Network Improvements consist of new road construction for locations approved as part of the Regina Road Network Plan and include brand new roadways typically adjacent to new development areas and roadways widening projects in existing built areas of the city. Arterial roadways are typically funded through a cost share by the City, Servicing Agreement Fees and Developers, in accordance with the Administration of Servicing Agreement Fees and Development Levies Policy. Developers fund construction of new local and collector streets. The City road network grows by approximately four to six kilometres per year.

Current Year Programs

Gordon Road Extension (Storm Water Channel to Campbell Street)
This project includes the detailed design and construction of Gordon Road from the Storm Water Channel to Campbell Street to facilitate further development of Harbour Landing. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees and 60% Developer Contributions.

Ring Road Widening (Albert Street to McDonald Street)
This project includes an initial study, detailed design and construction of a third eastbound lane along the Ring Road which is anticipated to be operating at or near its maximum capacity in the coming years. It may include addition of vehicle lanes, widening and lengthening of ramps, relocation of railway crossing lights, signs and utilities and reconstruction of bridge embankments. The capacity improvements will provide a long-term solution to manage increases in traffic associated with development in Ross Industrial Park as well as northwest Regina. Funding for this program is provided through 85% Roads and Related Servicing Agreement Fees and 15% Current Contributions to Capital.

Rochdale Boulevard Extension (Existing to Argyle Street)
This project includes the detailed design and construction of the extension of Rochdale Boulevard to Argyle Street. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate the Hawkstone development to the north of Argyle Park. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees and 60% from Developer Contributions.

Victoria Avenue East (Fleet Street to City Limits)
This project is the construction of upgrades to Victoria Avenue East. The project includes additional lanes along Victoria Avenue between Fleet Street and the City limits. It also includes realignment of Eastgate Drive, bridge upgrades, intersection upgrades and completes the missing portion of the pedestrian pathway along Pilot Butte Creek. The capacity improvements provide a long term solution to manage traffic increases associated with development in East Regina and bedroom communities. The bridge construction will replace aging infrastructure that is approaching the end of its useful life. The pathway will complete a missing portion of the TransCanada Trail. Funding is provided through 3.75% Current Contributions to Capital and 21.25% Roads and Related Servicing Agreement Fees and 75% from Provincial Funding.

Future Years Planned Programs

13th Avenue corridor improvements (Elphinstone Street to Lewvan Drive)
This project includes the addition of east/west left turn lanes at the 13th Avenue and Lewvan Drive intersection and may include changes to the painted pavement markings and signage at the Pasqua Street and Elphinstone Street intersections to accommodate increases in traffic flow along 13th Avenue as a result of growth in Northwest and Southwest Regina. Funding for this program is provided through 15% Current Contributions to capital and 85% Roads and Related Servicing Agreement Fees.

Arcola Avenue Functional Study (College Avenue to Prince of Wales Drive)
This study is a functional review of the Arcola Avenue corridor from College Avenue to Prince of Wales Drive. This study will identify capacity improvements to provide a long term solution to manage traffic increases associated with development in east Regina. Funding is provided 15% Current Contributions and 85% Roads and Related Servicing Agreement Fees.

Argyle St. North (Sangster Boulevard to Pipeline)
This project includes the detailed design and construction of Argyle Street North from Sangster Boulevard to south of the Pipeline. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development to the north of

Argyle Park. Funding for this program is provided through 50% Current Contributions to Capital and 50% from Developer Contributions.

Argyle St. North (South of Pipeline to Rochdale Boulevard)
This project includes the detailed design and construction of Argyle Street North from south of the Pipeline to Rochdale Boulevard. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development to the north of Argyle Park. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees, Parks and Recreational Facilities Servicing Agreement Fees and 60% from Developer Contributions.

Assiniboine Avenue and Highway #1 Bypass - Interchange Ramps
This project includes the design and construction of a northbound on-ramp and southbound off-ramp at the Assiniboine Avenue & Highway #1 Bypass interchange. The ramps will help divert traffic away from Arcola Avenue and will help provide more capacity to meet network requirements for future growth. Funding for this program is provided through 82% Current Contribution and 18% Roads and Related Servicing Agreement Fees.

Chuka Blvd (Green Apple Drive to Primrose Drive)
This project includes the design and construction of Chuka Boulevard from Green Apple Drive to Primrose Drive facilitating development in the Green on Gardiner subdivision and further north. The project may include roadway design and construction and landscaping. Funding for this program is provided through 60% Developer contributions, 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees.

Diefenbaker Drive (Extension east to Highway 11)
This project involves the relocation of the eastbound on ramp at the Pasqua Street and Highway 11 interchange to Diefenbaker Drive. The relocation will provide for better connectivity to Highway 11 and Albert Street while also providing more land for development in north Regina. Funding for this project will be 60% Developer paid, 38% Roads and Related Service Agreement Fees and 2% Current Contributions.

Diefenbaker Drive (McCarthy Boulevard to Skyview access)
This project includes the detailed design and construction of Diefenbaker Drive from McCarthy Boulevard to the east Skyview subdivision access at the future Balzer Road. It will include road construction and landscaping. The road construction will help meet long term transportation needs in Northwest Regina by providing a second access into the Skyview subdivision. Funding for this program is provided through 5% Current Contributions to Capital and 95% Roads and Related Servicing Agreement Fees.

Fleet St. Extension (CPR Mainline to Ross Ave.)
This project includes the detailed design and construction of Fleet Street from Cavendish Street to Ross Avenue. It may include road construction, relocation of utilities, intersection changes at Ross Avenue and Fleet Street and construction of a railway crossing. The road construction helps facilitate further development in Ross Industrial Park by providing a connection to east Regina, while alleviating congestion on Dewdney Avenue and Ring Road. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Lewvan Dr. and Dewdney Ave. Intersection Modifications
This project includes the detailed design and construction of capacity improvements at the Lewvan Drive and Dewdney Avenue intersection. It may include addition of turn lanes, relocation of utilities and detours during construction. The improvements will help improve capacity and meet long term traffic growth associated with development in northwest Regina. Funding for this program is provided through 59.5% Current Contributions to Capital and 40.5% Roads and Related Servicing Agreement Fees.

Parliament Ave. Extension (Harbour Landing Dr. to James Hill Rd.)
This project includes the detailed design and construction of the extension of Parliament Avenue from Harbour Landing Drive to James Hill Road. It may include road construction, relocation of utilities,

landscaping and construction of pathways. The road construction is essential to facilitate development in Harbour Landing. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees and 60% Developer Contributions.

Pasqua St. and Ring Rd. Intersection Improvements
This project includes the detailed design and construction of intersection improvements at the Pasqua Street and Ring Road. This project may include construction of a new intersection, relocation of utilities, construction of an interim intersection and detours. The capacity improvements will provide a permanent solution to meet long term traffic growth associated with development in northwest Regina. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Pasqua St. Corridor Improvements (Ring Rd. to North of Rochdale Blvd.)
This project includes the detailed design and construction of capacity improvements along the Pasqua Street Corridor from Ring Road to north of Rochdale Boulevard. It may include addition of vehicle lanes along or intersecting the corridor and construction of future roadwork at the intersection of Pasqua Street and Ring Road. The capacity improvements will provide an interim solution to manage increases in traffic associated with development in northwest Regina. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Pasqua St. Widening (Sherwood Dr. to Ring Rd.)
This project includes the detailed design and construction of capacity improvements along the Pasqua Street Corridor. It may include addition of vehicle lanes, purchasing of right of way for the new lanes, closing of median breaks, addition of turn lanes or construction of future roadwork at the Pasqua and Ring Road intersection. The capacity improvements will provide an interim solution to manage increases in traffic associated with development in northwest Regina. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Saskatchewan Drive Widening (Halifax Street to Quebec Street)
This project includes the detailed design and construction of the widening of Saskatchewan Drive from Halifax Street to Quebec Street. It may include road construction, landscaping and construction of pathways. The road construction is essential to facilitate development in east Regina. Funding for this program is provided through 85% roads and related servicing agreement fees and 15% current contributions to development.

Saskatchewan Drive Widening (Lorne Street to Angus Street)
This project includes the detailed design and construction of the widening of Saskatchewan Drive from Lorne Street to Angus Street. It may include road construction, landscaping and construction of pathways. The road construction is essential to facilitate development in east Regina. Funding for this program is provided through 85% roads and related servicing agreement fees and 15% current contributions to development.

Wascana Pkwy. And Hwy 1 Interchange
This project includes the detailed design and construction of interchange loops at the Wascana Parkway and Highway No.1 By-Pass interchange which experiences significant queuing and operational concerns related to traffic bound to the University of Regina and SIAST. It may include construction of ramps, relocation of utilities and changes to the traffic control signals. The capacity improvements will provide a permanent solution to meet long term traffic growth associated with expansion at the University of Regina, SIAST and SE Regina. Funding for this program is provided through 82% Current Contributions to Capital and 18% Roads and Related Servicing Agreement Fees.

Other Transportation Projects

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Other Transportation Projects PD						
Missing Sidewalks Construction Program	-	150	150	150	150	600
Total Expenditures	-	150	150	150	150	600
Funding Sources ($000's)						
Current Contributions	-	7	7	3	27	44
Funding Shortfall	-	143	143	147	123	556
Total Funding	-	150	150	150	150	600

Future Years Planned Programs

Missing Sidewalks Construction Program
This project provides for the construction of sidewalks and pathways along roads where either no sidewalks exists or is present only on one side of the road and require an upgrade to both sides. Construction of additional sidewalk would be evaluated and implemented based on pedestrian safety, public transit and budget. In the initial year, funds will be used for providing sidewalks along Quance Street. In subsequent years the funds will be used to provide sidewalks and pathways in other areas where warranted. Funding is provided through Current Contributions to Capital.

Recreation Facilities

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Recreation Facilities and Equipment						
Recreation Equipment and Furnishings	**140**	200	200	200	200	940
Recreation Facility Plan						
Athletic Fields/Sport Facilities Restoration, Repair and Upgrades	**125**	250	250	250	250	1,125
Multi-Use Pathway	**2,900**	400	900	400	900	5,500
Recreation Facility Plan - Chuka Creek Zone Level Skateboard Park	**-**	-	-	-	1,500	1,500
Recreation Facility Plan - Regent Par 3 Redevelopment	**175**	1,500	-	-	-	1,675
North Central Shared Facility						
North Central Shared Facility	**500**	2,000	4,000	1,860	-	8,360
Total Expenditures	**3,840**	4,350	5,350	2,710	2,850	19,100
Funding Source						
Current Contributions	**535**	555	146	85	289	1,610
Debt	**500**	2,000	4,000	1,860	-	8,360
General Fund Reserve	**50**	-	-	-	-	50
Service Agreement Fees (Parks)	**2,755**	380	855	380	1,230	5,600
Funding Shortfall	**-**	1,415	349	385	1,331	3,480
Total Funding	**3,840**	4,350	5,350	2,710	2,850	19,100

Current Year Programs

Recreation Equipment and Furnishings

The City of Regina operates a number of arts, culture, recreation and sport facilities. Funds from this program budget are used for the replacement, revitalization and sustainability of recreation equipment and furnishings. A life cycle replacement plan has been developed to guide purchases and ensure customers have access to safe reliable equipment that satisfies program needs and customer expectations.

Athletic Fields /Sport Facilities Restoration, Repair and Upgrades

The City of Regina operates schedules and maintains athletic fields and sport facilities including 94 sport fields, 179 ball diamonds, and the Canada Games Athletic Complex. Funding is required each year to ensure that the playing fields and facilities are maintained in accordance with current operating standards and to ensure that participants and spectators have access to quality facilities. In 2012 the funding is required to complete improvements to Rambler Park, Mount Pleasant Park, and parking lot upgrades. The Community Services Department is currently conducting a review of the existing athletic field and outdoor sport facilities which will guide the prioritization of future restoration repair and upgrade projects.

Multi-Use Pathway

Research conducted as background for the Recreation Facility Plan confirmed that pathway development is rated by Regina residents as the highest priority for recreation infrastructure. The current multi-use pathway system located on City owned land and in Wascana Centre includes 30 kilometres of paved pathway. Funds in 2012 will be used to construct the North West Link Pathway from Ritter Ave. to Sherwood Drive. This pathway will connect residents in the north west area of the city to the multi-use pathway system for recreational and commuting purposes. Pathway development for 2013 and beyond will be guided by the Transportation Master Plan, which is being developed as part of the Official Community Plan.

Recreation Facility Plan – Regent Par 3 Redevelopment
The Coronation Park Neighbourhood is in a state of change and revitalization, with the closure of the Pasqua Recreation Centre and new infill development starting to occur. In 2012, planning processes will be used to analyze the use of open space within this area and to identify, through public consultation, future needs and priorities. In 2012, funds will be used to install two lit basketball courts, likely adjacent to the Regent Pool site, to replace the lit court that was located at the Pasqua Neighbourhood Centre.

North Central Shared Facility
This unique facility will showcase a new service concept that will utilize an integrated approach to provide a variety of community based cultural, social, educational, recreational and health services in one facility. This project represents a collaborative partnership with other levels of government, community organizations, service providers, and the community. This new shared services approach will have a significant and positive impact on the North Central neighbourhood and the entire city. The funding being requested from 2012 to 2015 will provide the City's contribution to finish the detailed design and allow for construction of the North Central Shared Facility. Construction will begin in the spring of 2013 and the facility is expected to open in 2015.

Future Years Planned Programs

Recreation Facility Plan – Chuka Creek Zone Level Skateboard Park
Development is continuing in the east part of the City and as such a zone level park will soon be required. The park will be developed in the Chuka Creek area and will contain a number of different sport and recreation amenities. One of the amenities outlined in the Recreation Facility Plan is a new zone level skateboard park. Planning will be done in conjunction with the park redevelopment, with the skateboard park being constructed in 2016.

Open Space Upgrades and New Development

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Outdoor Play Amenities						
Outdoor Play Amenity Upgrades	**100**	-	150	380	150	780
Upgrades and New Development						
CPTED Improvements	-	25	-	25	-	50
South East Zone Park	-	-	750	4,250	-	5,000
Total	**100**	25	900	4,655	150	5,830
Funding Sources						
Current Contributions	**100**	7	44	56	27	234
Dedicated Lands Reserve	-	-	375	2,125	-	2,500
Service Agreement Fees (Parks)	-	-	375	2,220	-	2,595
Funding Shortfall	-	18	106	254	123	501
Funding Total	**100**	25	900	4,655	150	5,830

Current Year Programs

Outdoor Play Amenity Upgrades

Currently, 24 of the City's 153 playgrounds do not meet current Canadian Standards Association (CSA) Standards. Six of the 24 are wooden structures that are constructed of CCA treated timber, 11 have accessible elements and only two are fully accessible. As recommended in the Recreation Facility Plan, the Community Services Department is developing a plan to ensure the distribution of play structures within a reasonable distance (typically 800 metres) from each household. This standard will be met either through replacement of an existing structure or removal of a structure and installation in another location. The availability of play structures on public and separate school property is considered when selecting the location for new or relocated equipment. In 2011, funds from this program were used to replace wooden structures in Hansen Drive Park, Brinkworth Park and Assiniboine Park. In 2012, funding will be used to continue to replace or remove non-compliant structures.

Future Years Planned Programs

Upgrades & New Development

CPTED Improvements

The Crime Prevention Through Environmental Design program involves evaluation of sites in response to safety concerns of stakeholders or the general public. Funds from this program provide for modification and renovation of existing facilities which can accommodate program opportunities and address safety issues.

South East Zone Park

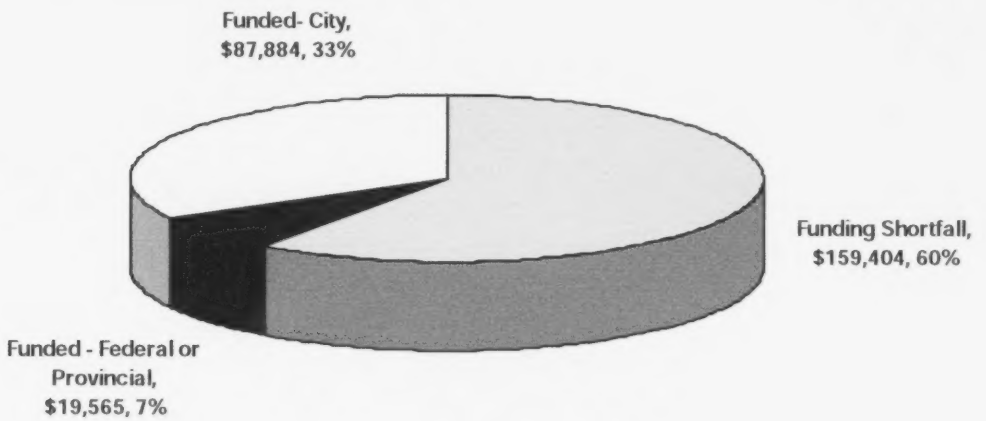
A new zone level park space will be created within the Greens on Gardiner to service the south east area of the city.

Corporate Services Division

Capital Program Summary

Capital Expenditures ($000's)	2012	2013	2014	2015	2016	Five Year Total
Fleet	**9,400**	11,920	10,289	10,006	9,809	51,424
Facilities	**5,585**	28,526	34,249	78,804	60,769	207,933
Information Technology	**2,466**	3,680	550	400	400	7,496
Total	**17,451**	44,126	45,088	89,210	70,978	266,853
Funding Sources ($000's)						
Current Contributions	**6,651**	8,478	9,859	14,185	10,810	49,983
Cemetery Reserve	**20**	20	20	20	20	100
Employer Parking Reserve	**530**	150	150	150	150	1,130
Fleet Replacement Reserve	**5,797**	8,257	6,626	6,343	6,146	33,169
Golf Course Reserve	**300**	200	200	225	225	1,150
Technology Reserve	**200**	-	-	-	-	200
Gas Tax (GT)	**3,663**	3,663	3,663	3,663	3,663	18,315
Servicing Agreement Fees (Parks)	**40**	1,468	644	-	-	2,152
Other External	**250**	250	250	250	250	1,250
Funding Shortfall	**-**	21,640	23,676	64,374	49,714	159,404
Total Capital Funding	**17,451**	44,126	45,088	89,210	70,978	266,853

The following chart shows the identified capital requirements for the Division over the next five years, and reflects the current funding sources as well as the funding gap.



Fleet Services

The Fleet Services Department of the Corporate Services Division manages all City vehicles and equipment, including those used by the Transit and Fire Departments but excluding those used by the Regina Police Service. The Fleet Services Department also manages and operates the Small Tools and Equipment program, which includes powered hand tools such as string trimmers, chainsaws, walk behind mowers, pumps, etc.

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Community & Protective Services						
Refurbish Transit Buses	**100**	-	-	-	-	100
Corporate Services						-
Civic Fleet Replacement	**4,630**	5,995	5,639	5,645	5,323	27,232
Fire Fleet Replacement	**310**	1,565	715	1,001	891	4,482
Transit Fleet Replacement	**4,360**	4,360	3,935	3,360	3,595	19,610
Total	**9,400**	11,920	10,289	10,006	9,809	51,424
Funding Sources						
Current Contributions	**100**	-	-	-	-	100
Fleet Reserve	**5,637**	8,257	6,626	6,343	6,146	33,009
Gas Tax (GT)	**3,663**	3,663	3,663	3,663	3,663	18,315
Funding Total	**9,400**	11,920	10,289	10,006	9,809	51,424

Current Year Programs

Capital Projects

Each year, fleet vehicle and equipment assets that have reached or exceeded their planned economic life must be replaced to maintain an acceptable feet age, reliability, and maintenance costs. In 2012, a total of 95 fleet vehicles and mobile equipment units are planned to be replaced. Included are 79 Civic fleet units, 14 Transit fleet units (8 Transit buses and 6 Paratransit buses), and 2 Fire fleet units (1 rescue truck and 1 support vehicle). The budgeted replacement cost is $9,300,000. Replacement of these units will preserve an acceptable average fleet age and maintain acceptable vehicle availability, safety, reliability, productivity, and maintenance costs.

Planned Acquisitions and Disposals

(Does not include additions to the fleet that may be proposed by client departments)

	Number of Units	Planned Annual Turnover 2012	2013	2014	2015	2016
Light Trucks	383	34	27	23	14	24
Turf & Light Equipment	242	22	34	25	16	27
Heavy Trucks	120	4	5	12	10	-
Heavy Equipment	141	10	10	8	25	23
Trailers	139	10	8	16	10	4
Transit Buses	106	8	8	7	6	6
Paratransit Buses	30	6	6	6	6	6
Fire Apparatus & Emergency Response	37	1	1	1	1	1
Total Fleet	1,198	95	99	98	88	91

Fleet Replacement Planning

Vehicle replacement provides the opportunity to evaluate the composition and size of the fleet. It is important to take a broad view and use the opportunity to adjust the fleet so that it supports the client department's long-term operational plans. The fleet must be constantly adjusted to ensure that it can produce the quantity and quality of work needed to achieve client departments' operational goals. Adjustments to the fleet made possible by replacing identified units must be made in a rational way with the objective of maximizing the utilization of the core fleet and using short-term rentals or other arrangements to accommodate peak demands.

Fleet replacement decisions should be integrated with business planning. Business planning drives the operational aspects of fleet requirements. The client department makes its best estimates of the work that it will be performing and evaluates equipment needs based on those estimates. Integrating equipment replacements with client department business plans provides for systematic decisions that recognize financial constraints, maximize fleet utilization, and minimize fleet costs. Good replacement decisions also consider the operational, mechanical, and financial aspects of continued ownership of the existing vehicle as well as all alternatives.

There are three fundamental reasons why the fleet needs to be constantly renewed.

- Regular and adequate capital investments must be made to replace the fleet life used up in any given period. If not done, the result will be a downward spiral of increasing age, increasing cost, and decreasing reliability. Systematic, orderly, and ongoing replacement will ensure that the fleet retains its value as a productive asset that supports all client departments' operations.

- The average age of the fleet must be managed with care. Young fleets and old fleets exhibit different cost patterns, and it is easy to assume that the maintenance cost reductions for a young fleet are sustainable when in reality they are nothing more than provisions for the higher operating costs that come with the later years of the vehicle's economic life. An old fleet will present the opposite – it is difficult to maintain control when irregular replacement causes fleet average age to swing from young to old.

- Fleet performance is all about reliability, availability, productivity, and predictable costs. Every vehicle experiences deterioration and obsolescence. In the end, while competent policies for maintenance, repair and rebuild extend life, replacement is the only way to revitalize the fleet and maintain productive capacity.

Each year, the Fleet Services Department prepares a fleet replacement plan for the upcoming budget year using a collaborative process with client departments. The needs of client departments must be clearly understood, and Fleet Services' responsibility is to identify equipment and technology that can cost-effectively perform the tasks required. Ongoing replacement or renewal of fleet assets is required to ensure the fleet is reliable, suitable, cost effective, and available when needed.

Replacement Criteria

Equipment replacement analysis involves determining the optimum economic life or "replacement cycle" for each type of equipment. This identifies the period in the life of the equipment where the equivalent annual cost is lowest. It is also recognized that individual vehicles can have unique lifecycles, depending on usage and operating environments.

The methodology for developing replacement criteria includes consideration of the following factors:

- **Service Life** – The length of time that the unit is capable of delivering its designed level of service. Deterioration is the degree to which the performance of the existing vehicle has declined in terms of reliability, uptime, and reparability.

- **Technological Life –** The decline in productivity of a unit compared with a new design in so far as productivity, quality of work performed, simplicity of operation, fuel efficiency, safety, and environmental compliance are concerned. Some factors, such as current workloads, deteriorating reliability, and increasing operating costs can be quantified. Others, such as future workloads, the benefits of the latest technologies, and improved productivity can only be estimated.

- **Economical Life –** The length of time the average annual cost of a unit declines or remains at a minimum. The financial aspects of the purchase decision, the future owning and operating costs of the existing vehicle, and the expected minimum lifecycle owning and operating costs of the replacement unit are all important. They must not, however, drive the decision and produce results that make no sense from an operational or mechanical point of view. It makes little sense to hold onto a vehicle for which there is little or no work simply because a substantial amount may have been spent recently on repairs.

- **Downtime Sensitivity –** The effect on program delivery when the equipment is not available for use. Analyzing the operational aspects of the decision to sell one piece of equipment and invest in another ensures that the decision is integrated in the best interests of the City as a whole.

Fleet Growth and Rationalization

Fleet requirements are somewhat dynamic and a process must be in place to manage changing needs. In 2010 a Fleet Governance Committee was established; the committee's mandate includes reviewing all proposed acquisitions of additional vehicles and equipment and making a recommendation on these proposals to the Budget Advisory Groups.
The following controls are used to manage the fleet size:

- Departments are required to prepare a business case when requesting additional vehicles or enhanced replacements. Approval is contingent on meeting all of the following criteria:
  - The additional vehicle/equipment is required as a result of a change in the service delivery strategy or quantity of work to be done;
  - There are no other suitable fleet units that could be re-deployed, and
  - Ownership is the best option to obtain the equipment.

- Fleet replacements – Approval for replacement of fleet vehicles and equipment is contingent on satisfactory utilization of the equipment being replaced. Where the utilization of the existing equipment does not meet the minimum utilization criteria, the replacement must be supported by a business case.

Fleet Distribution

Fleet Distribution

Division	Fleet Size
City Operations (953 units)	
Environmental Services	71
Roadway Operations	219
Transportation & Material Services	55
Water & Sewer Services	108
Fire & Protective Services	50
Parks & Open Space	368
Transit	142
Corporate Services (181 units)	
Facilities Management Services	61
Financial Services	6
Fleet Services	16
Motor Pool	96
Information Technology Services	2
Planning & Development (4 units)	
Development Engineering	4
Fleet Total	**1,198**

Note:
These figures include previously approved additions but do not include any new vehicles or equipment proposed to be added to the fleet.

Fleet Age

The success of achieving and maintaining the optimal fleet size is largely dependent on the ability to properly manage the age of the fleet. In the past, as the fleet aged and equipment reliability declined, some replaced vehicles were retained as spares to provide the required availability. The result was an old, large and under utilized fleet that was costly to maintain. An appropriate average fleet age requires fewer spare units, and consequently a smaller, better utilized and cost efficient fleet.

The ongoing challenge is to manage the age of the fleet in a planned and fiscally responsible manner. Replacements are prioritized based on highest cost benefit and urgent operating department needs. Each year, a replacement plan is produced that identifies replacements for the following year and projections for the next five and twenty years. This long-term planning is required to stabilize the capital requirements from year to year.

The following table shows the current and target age of the fleet.

Fleet Average Age (Years)

Equipment Type	Current	Target
Light Trucks	7.3	6.0 – 7.0
Heavy Trucks	8.2	7.0 – 8.0
Heavy Equipment	7.6	8.0 – 10.0
Turf & Light Industrial Equipment	6.0	6.0 – 7.0
Trailers	11.1	10.0 – 12.0
Transit Buses	13.9	8.5 – 9.5
Paratransit Buses	3.2	2.5 – 3.0
Fire Apparatus	13.8	9.5 – 10.5
Fire Rescue / Emergency Response	12.5	8.0 – 10.0

Transit and Fire Fleets

The City currently operates a fleet of 106 Transit buses and 7 support vehicles. In recent years, the majority of capital funding for Transit has been provided by the Federal Public Transit Trust Fund for Saskatchewan. This program ended in 2009 and municipal funding will be required to fund future transit capital investments. Capital investment in the fleet is required to ensure that transit service is not negatively impacted. Without funds to renew the fleet, a shortage of vehicles may occur and cause service disruptions.

Buses must meet the requirements of the annual Highway Traffic Board safety inspection or they cannot be operated. The buses refurbished under the refurbishment program include used buses that have been purchased from other transit systems for use over a three to five year period, and buses in the existing transit fleet. Work could range from minor repairs and paint work, through to a complete structural and mechanical refurbishment.

The Paratransit fleet consists of 30 buses in 2010, with 25 buses scheduled for regular service and five buses available as spares. The City owns the Paratransit buses, while bus maintenance and operation are provided by a contractor. Paratransit requires six new vehicles per year as these buses have a five year life expectancy. This standard should be maintained throughout the five-year capital program in order to maintain service levels. The Province has not provided funding for Paratransit buses since 2006.

Front-line Apparatus in the Fire & Protective Services Department fleet includes 20 front-line apparatus vehicles, including 17 in-service vehicles and 3 spare vehicles. There are also 30 support and service vehicles in the Fire fleet including several vans, trucks and trailers, some of which are equipped for special purposes such as water rescue, investigation or public education.

The condition of the Fire and Transit fleets was recognized by the City Administration in 2009 and a consultant was engaged to conduct an in-depth cross-functional Strategic Review of Fleet Services Delivery. The conclusions and recommendations of this study were presented and approved by the Administration in early 2010. The major findings were that the management of the Fire and Transit fleets will be centralized under the General Civic fleet management team, a Fleet Replacement Reserve Fund would be established for Fire and Transit as a basis for replacement funding stability, and that a modernization plan would be developed to bring the fleet ages within accepted industry guidelines. In 2010, the responsibility for managing Transit and Fire fleet assets was transferred to the Fleet Services Department; in January 2012 the responsibility for maintenance of the Transit and Fire fleets will also be transferred to the Fleet Services Department. Previously, the Civic, Transit, and Fire fleets were managed independently with no significant interaction or communication and each fleet developed its own policies, procedures and strategies.

A *Five Year Funding Stabilization and Equipment Modernization Strategy* has been developed to provide a sustainable on-going funding mechanism for Fire and Transit fleet stability as well as a short-term modernization plan to reduce the average fleet age to accepted industry standards. Completion of the strategy will enable management of Transit and Fire fleet assets to be fully aligned with the equipment life-cycle planning and replacement reserve fund management basis used successfully by the Civic fleet.

It is important to note that the larger fleet required for increased service levels or additional service provision has not been funded within this plan. The proposed strategy is based on the assumption of providing fleet assets to support current service delivery levels only. Any proposed increase in service delivery levels or additional service provision would necessitate additional Fire trucks and Transit buses and would therefore impact the up-front capital and on-going Fleet Replacement Reserve funding requirements. Any plans for increased service levels or additional service provision should include requests for sufficient funding to acquire the additional fleet assets, as well as an incremental increase to contributions to the reserve for their eventual replacement.

Alignment with Corporate Strategy

The 2012 Fleet Replacement Plan demonstrates alignment with the City of Regina Corporate Strategic Plan, including Council's vision of an attractive and sustainable community and the following strategic priorities:

- **Strengthen City Infrastructure and Manage Assets** – The 2012 Fleet Replacement Plan and 2012 – 2016 Fleet Capital Program demonstrates prudent lifecycle management of the City's investment in its fleet assets. The Transit fleet modernization strategy is consistent with the Transit Investment Plan which recognized that that a more aggressive fleet replacement program will be necessary over the next few years.

- **Achieve Operational Excellence** – Client departments rely on Fleet Services to provide vehicles and equipment that are available, reliable, suitable, and cost effective. Operating departments are able to provide their services most effectively and efficiently when provided with reliable equipment that is properly matched to the work performed. Replacing the vehicles identified in the 2012 Replacement Plan will help Fleet Services meet customer expectations.

- **Ensure Organizational Capacity and Effectiveness –** The Fleet Capital Program contributes to a contemporary workplace. Many City of Regina employees spend the majority of their working time operating or riding in vehicles. Timely replacement of fleet vehicles provides a comfortable, safe, and modern work environment for use by employees in the performance of their duties. A well-managed and maintained fleet can help attract and retain talent and improve employee morale, satisfaction, and productivity. The Five Year Funding Stabilization and Equipment Modernization Strategy for the Transit and Fire fleets will maintain the City's ability to deliver key Fire protection and Transit services to the public.

Facilities Management Services

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Major Projects						
Corporate Services						
Asphalt Plant and Materials Yard Facility Redevelopm	-	-	300	2,000	2,000	4,300
Central Stores - Facility Redevelopment	-	30	-	-	-	30
City Hall - Elevator Modernization	-	1,225	-	-	-	1,225
City Hall Main Floor Renovations (CHIPS)	-	1,450	-	-	-	1,450
Corporate Office Space for New Employees	**75**	75	75	75	75	375
Corporate Office Space Upgrades - Priority 1	-	1,235	1,235	1,235	1,235	4,940
Corporate Office Space Upgrades - Priority 2	-	1,235	1,235	1,235	1,235	4,940
Fleet - Fuel Dispensing Equipment Upgrades	**160**	50	-	-	-	210
Fleet Training Facility	-	105	-	-	-	105
Mosaic Stadium Preservation	**250**	250	250	250	250	1,250
Parks and Facilities Yard Facility Improvements	**700**	3,675	3,925	600	500	9,400
Community Planning & Development Services						
Cathedral Neighbourhood Centre - Storage	-	60	-	-	-	60
Fieldhouse Upgrades	-	390	2,105	180	-	2,675
Fire Facilities - Education and Training Centre	-	80	60	-	-	140
Fire Facilities - Pump Testing and Storage	-	660	-	-	-	660
Joanne Goulet Cold Storage Building	**100**	-	-	-	-	100
Lawson Aquatic Centre Revitalization	**115**	370	575	-	-	1,060
Mount Pleasant Entrance Road Enhancement	-	200	-	-	-	200
NWLC - Retaining Walls & Exterior Revitalization	**30**	400	-	-	-	430
Outdoor Pool Basin Replacement	-	-	120	1,400	120	1,640
Parks Operational Facilities	-	440	-	-	-	440
Recreation Facilities - Roof Replacement	**1,450**	900	620	490	-	3,460
Recreation Facility Plan - Core Ritchie NC	-	-	100	1,650	-	1,750
Recreation Facility Plan - Douglas Park/Leibel Field S	-	3,225	25	-	-	3,250
Recreation Facilities - Maple Leaf Pool Redevelop.	-	55	690	-	-	745
Recreation Facility Plan - Wascana Water Park	-	4,000	3,575	-	-	7,575
Sportplex Central Kiosk Feasibility Plan	-	30	-	-	-	30
Tennis Court Redevelopment	-	150	-	150	-	300
Transit - Maintenance Garage Relocation	-	-	200	18,000	14,000	32,200
Transit Operations - Bus Washer Replacement	-	210	-	-	-	210
City Operations						
Public Works - Facilities Master Plan	-	104	2,504	35,704	35,704	74,016
Landfill Facility	-	400	10,000	7,900	-	18,300
Category Total	**2,880**	21,004	27,594	70,869	55,119	177,466
Asset Revitalization & Sustainability						
Cemeteries - Facility Revitalization	**20**	20	20	20	20	100
City Hall - Base Building Upgrades	**450**	1,490	1,350	770	-	4,060
Corporate Office Furniture Upgrades	**100**	100	100	100	100	500
Diving Board Replacement - Outdoor Pools & Lawson Aquatic Centre	-	35	-	35	-	70
Employee Provided Parking Revital.(City Hall)	**300**	50	50	50	50	500
Employee Provided Parking Revital.(Non City Hall)	**230**	100	100	100	100	630
Facilities Two-Way Radio Replacement	-	230	-	-	-	230
Facility Capital Planning Program	**25**	25	25	25	25	125
Facility Energy Management Allocation	-	150	150	150	150	600
Facility Revitalization & Sustainability	**1,190**	3,990	4,190	4,400	4,620	18,390
Fire Facilities - Site Revitalization	-	60	60	60	60	240
Golf Courses - Facility Revitalization	**200**	200	200	225	225	1,050
Heavy Fleet Garage - Ventilation Improvements	-	75	-	-	-	75

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Asset Revitalization & Sustainability (con't)						
Outdoor Rinks and Shelter Revitalization	-	225	35	35	35	330
Outdoor Rinks Shelter - Harbour Landing Depot	40	-	-	-	-	40
Public Provided Parking Revitalization	-	150	150	150	150	600
Pathway Bridge Upgrades	-	30	-	-	-	30
Roof Fall Arrest Program	100	50	50	50	50	300
Roof Replacement Operational Facilities	-	472	110	1,700	-	2,282
Transit Shelter Upgrades and Replacement	50	60	65	65	65	305
Westhill Fence Repairs	-	10	-	-	-	10
Category Total	2,705	7,522	6,655	7,935	5,650	30,467
Program Total	5,585	28,526	34,249	78,804	60,769	207,933
Funding Sources						
Cemetery Reserve	20	20	20	20	20	100
Current Contributions	4,285	7,442	9,698	14,112	10,738	46,275
Employer Parking Reserve	530	150	150	150	150	1,130
Fleet Replacement Reserve	160	-	-	-	-	160
Golf Course Reserve	300	200	200	225	225	1,150
Other External	250	250	250	250	250	1,250
Service Agreement Fees (Parks)	40	1,468	644	-	-	2,152
Funding Shortfall	-	18,996	23,287	64,047	49,386	155,716
Funding Total	5,585	28,526	34,249	78,804	60,769	207,933

The Facilities Management Services Department is responsible for the space planning, construction project management, physical plant maintenance and the operation of the majority of City-owned facilities. The capital budget for Facilities consists of two general types of expenditures: those related to major capital projects and those related to the general capital maintenance and upgrade for facilities, referred to as Facility Revitalization and Sustainability expenditures.

Current Year Programs

Major Projects

Corporate Office Space for New Employees
Changes to programs and services provided within the organization often result in additional FTE's. When new employees require office space Facilities Management Services is required to provide that space. This program provides for the new office space required to provide working space for new employees.

Fleet - Fuel Dispensing Equipment Upgrades
Funding in 2012 is required for the design and installation of diesel exhaust fluid (DEF) fuelling systems. All diesel equipment manufactured in 2010 and later requires the DEF additive when fuelling to run. The City will begin to receive these vehicles in August of 2011. The installation of an indoor tank and pumping system is required to maintain transit operations and a tank and pumping system is required to maintain fleet operations. Additional 2012 and 2013 funding is for the upgrade and replacement of existing fuel station dispensing equipment.

Mosaic Stadium Preservation
This project is required to keep the Mosaic Stadium facility in a reasonable state of repair such that programs can continue to effectively operate at the facility. The work includes all physical, structural, mechanical and electrical maintenance but does not include major enhancements or additions to the facility. Funding in 2012 is required to address Priority1 issues identified in the facility audit. Funding in 2013 to 2016 will address priority 2 and 3 issues.

Parks and Facilities Yard Facility Improvements
This project includes funding required to complete the consolidation of Facilities Management Services with Parks & Open Space in the Parks Yard. The funding for 2012 will complete the renovation to the Vehicle and Equipment Storage building (Chrysler building). The remaining projects in this master plan include construction of a new trades shop, construction of a new cold storage facility, demolition of redundant facilities and the construction of a new access road and storage compound in the yard.

Joanne Goulet Cold Storage Building
A new cold storage building is needed to house equipment and maintenance materials at the Joanne Goulet golf course. There is a shortage of indoor storage space for maintenance equipment, and this new storage building would allow for all machinery to be parked indoors.

Lawson Aquatic Centre Revitalization
Projects include enhancements or upgrades to the Lawson Aquatic Centre to ensure that it remains an attractive and well-used community facility. Funding in 2012 is to replace the old wooden bleachers with safer (and easier to use) retractable low-maintenance bleachers. Funding in 2013 includes replacing the pool lift and the addition of portable stairs to the deep end ($70,000), replacing the hot tub ($200,000) and the addition of another family change room on the pool deck ($100,000). Funding in 2014 includes replacing the steel bulkheads in the pool ($350,000) and the mechanical room replacement ($225,000).

NWLC - Retaining Walls & Exterior Revitalization
This project includes the repair of the retaining walls on the North side of the building to ensure their structural integrity and eliminate creosote coated timbers. In addition, the landscaping bream will be removed to prevent unauthorized roof access and the replacement of exterior foundation cement board. Funding in 2012 is for a study to determine an estimate of probable costs so that design and construction can occur in 2013.

Recreation Facilities - Roof Replacement
On a regular basis roofs require replacement. This program provides for the timely replacement of roofs of various recreational facilities within the civic portfolio. In 2012 the roof at the Core Ritchie Neighbourhood Centre and Al Ritchie Arena will be replaced. Funding in 2013 is for the replacement of the roofs at the Mount Pleasant Soccer Washroom Building, Uplands Neighbourhood Centre, Staples Arena (arena barrel roof), Glencairn Recreation Centre and the Winnipeg Seniors Centre. Funding in 2014 is for the replacement of the roof at the Sandra Schmirler Leisure Centre. Funding in 2015 is for the replacement of the roofs at the Balfour Arena (lobby flat roof), Neil Balkwill and Staples Arena (lobby flat roof). Roof replacements are required in order to maintain the overall integrity of the associated facility.

Asset Revitalization & Sustainability

Cemeteries - Facility Revitalization
Funding required to complete cemetery facility maintenance in accordance with the maintenance plan and condition assessments completed in 2010. Project will be funded from the Cemetery Reserve.

City Hall - Base Building Upgrades
This funding is for projects required to keep City Hall in a reasonable state of repair. These projects are to replace base building systems that are common to the entire facility and that are not addressed through renovations to individual floors. Projects include the installation of new spandrel panels; replacement of boiler loop piping; replacement of the existing fire alarm and public address system; replacement of the existing air handling units (all supply and return fans as well as heating and cooling coils) and replacement of the chilled water pipe distribution system. In 2012 the funding is specifically related to the replacement of the roof top air handling unit on the east side of the main floor of the building.

Corporate Office Furniture Upgrades
This funding provides for the normal replacement of office furniture that has reached its useful life and requires replacement. It includes the replacement of task chairs, meeting room chairs, guest chairs,

keyboard trays, desks, filing cabinets and systems and various other types of office furniture. Over time furniture wears out and continuing to use furniture that is not ergonomically appropriate or that is too old and worn can be a safety hazard to employees.

Employee Provided Parking Revitalization (City Hall)
Funding in 2012 is to replace existing wiring and lighting in the City Hall parkade to new energy-efficient lighting. Project also includes the replacement of the car receptacles, and the installation of heat trace on the drain lines to prevent freeze-up. This work is fully funded through employee paid parking fees.

Employee Provided Parking Revitalization (Non City Hall)
Funding to provide capital maintenance at employee parking sites other then City Hall. 2012 funding to pave the staff parking area in the Parks Yard and the northwest Transit Operations lot. This project is fully funded through employee paid parking fees.

Facility Capital Planning Program
This ongoing program ensures that the Facility Capital Planning program (VFA) is current through the ongoing completion and updating of facility condition assessments. The funding levels provide for all facilities to be reviewed on a 5-year cycle. Assessments include the review of architectural, structural, mechanical and electrical facility systems and the identification of maintenance requirements and associated funding levels.

Facility Revitalization & Sustainability
This funding is allocated to key facilities for projects identified in VFA and other condition assessments. Projects include structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and operations can continue to effectively operate. The work does not include enhancements or additions to facilities. Examples of Facilities in this category include City Hall, Fire Stations, Outdoor Pools, Yard Garages, Recreation Centres, Community Centres as well as the Sandra Schmirler Leisure Centre, North West Leisure Centre and the Sportplex.

Golf Courses - Facility Revitalization
Funding required to complete clubhouse maintenance in accordance with the maintenance plan and condition assessments completed. Projects include structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems. Funding for these projects is provided through golf course reserve funds.

Outdoor Rinks Shelter - Harbour Landing Depot
In 2011, a public consultation process was conducted and a plan is in the process of being developed to enhance the outdoor rink program. Funding in 2012 will be used to construct a new outdoor rink shelter in Harbour Landing in conjunction with the construction of the Harbour Landing Parks Maintenance Sub-Depot facility.

Roof Fall Arrest Program
This project is an ongoing program to address Roof Fall Arrest deficiencies as identified in the 2011 Roof Fall Arrest study for all City facilities. This includes a review of all City roofs and existing rooftop equipment and access to each roof to determine where upgrades and process will be required in order to meet OH&S regulations. This could include the installation of fall protection/prevention safety related systems or access roof access systems and equipment. 2012 funding and beyond is to implement recommendations from the study.

Transit Shelter Upgrades and Replacement
The primary function for transit shelters is to protect customers from the weather both directly (e.g. from rain), and indirectly (e.g. from splashing caused by passing cars). Every year shelters may be added or relocated to accommodate changes in patronage. The City owns 275 transit shelters, of which 50 have advertising signage. A shelter advertising agreement with a contractor provides the City with annual revenue. This funding is for the repair and replacement of shelters. The 2013 budget request includes

funding for an additional two shelters. In 2014 through 2016 the number of shelters to be added annually increases to three. This additional funding is identified in the Transit Investment Plan and will benefit transit passengers, making their wait for a transit bus a more pleasurable experience.

Future Years Planned Programs

Major Projects

Asphalt Plant and Materials Yard Facility Redevelopment
This funding is for the redevelopment of facilities and material storage in the Asphalt Plant and Materials Yard in accordance with the recommendations from the Public Works Facilities Master Plan. Funding in 2014 is for initial design work, followed by funding in 2015 and 2016 for construction.

Central Stores - Facility Redevelopment
Redevelopment of the Central Stores and Salvage facilities within the Asphalt Plant and Materials Yard. Project includes the construction of a new centralized office and lab facility for the Asphalt Plant operations, Central Stores and Salvage as well as a warehouse facility for Central Stores and heated and cold storage facilities for Central Stores and Salvage. Funding in 2013 is for a master plan for the yard, which will identify funding needs for future years. The implementation will be done in conjunction with the Asphalt Plant yard redevelopment.

City Hall – Elevator Modernization
This project will provide renovations to the main floor of City Hall to meet the needs of Service Regina and In-Person Service. The renovations will also introduce a more robust security presence for the facility as well as upgrade base building systems. Fire suppression (sprinklers) will be installed throughout the main floor, the main entrance doors will be replaced and a small air conditioning unit will be installed in the cafeteria.

City Hall Main Floor Renovations (CHIPS)
Renovate the main floor of City Hall to meet the needs of Service Regina and In-Person Service. The renovations will also introduce a more robust security presence for the facility as well as upgrade base building systems. Fire suppression (sprinklers) will be installed throughout the main floor, the main entrance doors will be replaced and a small air conditioning unit will be installed in the cafeteria.

Corporate Office Space Upgrades - Priority 1
This funding will allow for complete renovations to an entire floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per contemporary office space guidelines. This program will over time provide for enhanced work space and quality of work experience for employees throughout the organization. New contemporary open office space guidelines provide for a more modern and efficient approach to office space design. The alternative to completing renovations in existing space will be the requirement to lease additional space.

Corporate Office Space Upgrades – Priority 2
This funding will allow for complete renovations to an entire floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per contemporary office space guidelines. This program will over time provide for enhanced work space and quality of work experience for employees throughout the organization. New contemporary open office space guidelines provide for a more modern and efficient approach to office space design. The alternative to completing renovations in existing space will be the requirement to lease additional space.

Fleet Training Facility
The old and deteriorated Fleet Training site trailer requires replacement with a newer assembly/classroom trailer about 200 m north of current location. Utilities will be run from the existing location to the new site. The training site will be required to be relocated as a result of both the Landfill expansion and sale of the land.

Cathedral Neighbourhood Centre – Storage Addition
There is currently a significant lack of storage space at the Cathedral Neighbourhood Centre. Items are currently stored off site and delivered to the Centre on an as-needed basis. This project would provide for a small storage addition to the facility so that there is adequate storage space available on site for program items.

Fieldhouse Upgrades
This is a project to provide for general upgrades at the Fieldhouse. Funding in 2013 ($150,000) is for design to provide air conditioning in the cell track area with implementation in 2014 ($1,685,000). Use of the facility during the summer months decreases substantially because of the lack of temperature control (or elevated temperatures) in the cell. Installing air conditioning will make this facility more attractive for programming bookings and general admissions over the summer months and is expected to result in an increased level of pass sales and rental revenue. Funding in 2013 ($240,000) also includes replacement of lockers in the change rooms with stainless steel lockers. Funding in 2014 ($420,000) includes the replacement of the existing hanging gym curtains. Funding in 2015 ($180,000) is for replacement of bleachers in the cell track area.

Fire Facilities - Education and Training Centre
This work planned for 2013 work includes upgrades in the mechanic bays to provide mezzanine storage. This project includes upgrades to the pits in the mechanic bays to provide improved lighting, ventilation and drainage in 2014.

Fire Facilities - Pump Testing and Storage
This project provides for the construction of a new storage facility (80'x50') including a pump testing area for re-built fire pumps. Currently, annual pump testing cannot be performed. This new building will provide the space necessary to complete this task. Funding in 2013 is for design and construction. JEPP funding will be pursued to finance half of the project.

Mount Pleasant Entrance Road Enhancement
The existing gravel road is in poor condition and requires ongoing maintenance to reduce ruts and wash boarding. The road receives high volumes of traffic which creates an excessive amount of dust and nuisance for the Mount Pleasant recreation facilities. This project will pave the existing gravel entrance road at Mount Pleasant to both the Regina Thunder Clubhouse and Kaplan Field.

Outdoor Pool Basin Replacement
Consistent with the recommendations of the Recreation Facility Plan, Massey and Regent Pool are both part of the long term plan for outdoor aquatics for the City of Regina. To ensure their viability long into the future it is necessary to replace the pool basins which were part of the original construction. These pools were built in 1964. The Massey basin will be replaced in 2015 and the Regent basin in 2017.

Parks Operational Facilities
This project is for the expansion and enhancement of Parks and Open Space operational facilities. The work includes improvements to maintenance depots, pump houses and storage buildings. Part of the funding in 2013 ($40,000) is for heating of District 1, 2 and 3 storage buildings (subject to operating budget increase of $15,000 annually). Other funding is for the construction of a new District 4 depot.

Recreation Facility Plan - Core Ritchie NC Redevelopment
The City of Regina and the Regina Public Library entered into a partnership that resulted in the opening of a new Prince of Wales Library attached to the Core Ritchie Neighbourhood Centre in 2011. The City also developed plans to revitalize the Core Ritchie Neighbourhood Centre to enhance partnership opportunities with the library and to expand on the facility as a neighbourhood hub, as identified in the Recreation Facility Plan. An assessment of the condition of the facility suggests that a significant investment will need to be made to the building infrastructure by 2016. In an effort to take a proactive approach to the inevitable work that will be required at the centre and coordinate that with the work required to revitalize the site to provide opportunities for better use of the spaces, 2014 funding will be used to complete design work and 2015 will be used for construction.

Recreation Facility Plan - Douglas Park/Leibel Field Support Facility
Douglas Park is home to Leibel Field, the Canada Games Athletic Complex, softball diamonds, a baseball diamond, lacrosse field, cricket pitch and cross country ski trails. In 2010 Leibel Field was upgraded to artificial turf, which has allowed for an increase in available program hours. Due to the increased hours of operation, parking has become a concern. Funds in 2013 will be used to remedy these concerns with the development of an additional parking lot south of Leibel Field. Support facilities are also nearing their life expectancy and require replacement in order to meet community and user needs. In 2013 funds will also be used to construct a new multi-purpose support facility on site and in 2014 the existing washroom building will be decommissioned.

Recreation Facilities - Maple Leaf Pool Redevelopment
Maple Leaf Pool, located on 14th Avenue, has reached the end of its expected life. Significant capital investment is needed in the next five years to keep the pool operational. The current outdoor pool site will be re-developed in consultation with the community. This project supports the Recreational Facility Plan.

Recreation Facility Plan - Wascana Water Park
The Recreation Facility Plan recommends redevelopment of the Wascana Pool site as a city-wide outdoor pool/water park that provides both aquatic and non-aquatic play experiences. To prepare to address the deteriorating condition of the existing pool, planning and design of the outdoor water park will take place in 2013. The design will be developed through a community visioning process. Construction will follow and it is expected that the new water park will be opened for the 2014 season.

Sportplex Central Kiosk Feasibility Plan
The Regina Sportplex complex includes the Fieldhouse and the Lawson Aquatic Centre. Each of these facilities has their own reception and cashier area. A redesign of the entrance area of the facility should allow for the amalgamation of the reception/cashier areas into one operational area. The purpose of this project is to determine whether or not it is feasible from both an operational and cost/benefit perspective to move forward with a design and construct project to complete the renovation.

Tennis Court Redevelopment
The condition of all outdoor tennis courts has been assessed and a plan is being developed to prioritize those courts that best serve the needs of the public. This funding will be used to ensure that tennis courts are maintained to the appropriate standard in order to ensure the safety of all users. Funding in 2013 and 2015 will be used for maintenance and construction at the City's four primary outdoor sites, as outlined in the Recreation Facility Plan.

Transit - Maintenance Garage Relocation
The existing Transit Maintenance Garage is currently served out of an aged facility in the Public Works Yard. The Transit Investment Plan has recommended that the Maintenance Garage function would be better served out of the Winnipeg St. location through an expansion to the existing facility at that site. The new Maintenance Garage addition would provide increased operating efficiency and reduced operating costs, as well as accommodate existing and future fleet requirements. This funding is to determine the requirements for the Maintenance Garage relocation as well as design and construction.

Transit Operations – Bus Washer Replacement
The existing bus washer located at Transit Operations on Winnipeg Street is beyond its useful lifespan and is need of replacement. The existing washer requires ongoing maintenance due to failures and breakdowns. Due to the lack of technology associated with the washer, buses can be damaged (mirrors). This funding is for a new bus washer that would have improved sensing technologies to prevent damage to buses and will also feature a water recycling system which will provide water savings.

Public Works - Facilities Master Plan
This funding is required to proceed with the implementation plan and construction of facilities following the recommendations of the Public Works Facilities Master Plan. The plan final report was completed in 2011. The report provides an understanding of facilities requirements for City Operations for the next 25 years and a recommendation on the progressive steps required over the next ten years to provide the facilities

that City Operations requires. This funding is in anticipation of the work plan that will be a result of the master plan documentation.

City Operations - Landfill Facility
The Landfill Facility site and facility plan is a result of the collaborative design effort between the site stakeholders and the design team working on the Public Works Facilities Master Plan. The concept will provide a model of efficiency between the Landfill and Solid Waste Collection branches by sharing crew spaces and office support areas. The building is designed so that all functions and pedestrian traffic, including truck parking, are indoors to make operations more efficient during severe weather conditions. The location of the building on the site provides a visual identity for their customers as well as separating the public vehicle traffic from the Landfill and Solid Waste Collection trucks and equipment to mitigate traffic hazards. The facility has the capability for expansion in either direction for future needs of Landfill and Solid Waste Collection

Asset Revitalization & Sustainability

Diving Board Replacement - Outdoor Pools &Lawson Aquatic Centre
The Lawson Aquatic Centre and Outdoor Pool diving boards must be replaced within specific time frames to follow safety standards and regulations. This is an ongoing program with replacements scheduled for the Lawson and some outdoor pools in 2013 and 2015.

Facilities Two-Way Radio Replacement
This project is required to update the two-way radios in the Facilities Department inventory as recommended by the Corporate Radio Committee.

Facility Energy Management Allocation
This project and funding allows for Facilities Management Services to take advantage of energy management initiatives that can enhance future energy use within civic facilities. On a regular basis, Facilities receives information about programs that can enhance energy use within corporate facilities. This funding will provide the ability to take advantage of those programs and over time improve energy consumption in civic facilities.

Fire Facilities - Site Revitalization
Funding is for an ongoing plan to refurbish parking lots, access and staging areas at all Fire Facilities. Funding in 2013 includes Fire Station #6 site development to address drainage issues. Project includes the replacement of concrete curbs, sidewalk replacement, asphalt work, and design work to improve site drainage.

Heavy Fleet Garage - Ventilation Improvements
It is recommended that the supply air ductwork and diffusers be lowered to the worker level in the North Truck Shop Addition and the Heavy Equipment Addition to improve air quality in these spaces and bring it up to air quality standards.

Outdoor Rinks and Shelter Revitalization
In 2011, a public consultation process was conducted and a plan was developed to enhance the outdoor rink program. Funding in 2012 will be used to initiate implementation of the plan, starting with the construction of a destination pleasure skate site in A.E. Wilson Park in 2012, which is consistent with the Recreation Facility Plan. Funding will also be used to conduct required maintenance on warm-up shelters and rink boards at existing boarded rink sites.

Public Provided Parking Revitalization
The City of Regina maintains and operates parking lots and roadways at civic facilities. A parking lot needs assessment was completed in 2010 and determined that the total square footage of space managed is more than five million. This program provides for the continued, consistent capital repair and maintenance to the parking lots and roadways at civic facilities for the City of Regina.

Pathway Bridge Upgrades
The City of Regina has 23 pathway bridges in various parks and golf courses around the City. These bridges are mostly wooden structures and require regular maintenance and replacement. 2013 funding provides for the installation and upgrade of railings on the pathway bridges.

Roof Replacement Operational Facilities
On a regular basis roofs require replacement. This program provides for the timely replacement of roofs of various operational facilities within the civic portfolio. Funding in 2013 is for the replacement of the roofs at the Old #1 Firehall, Parks Southeast Maintenance Depot #2 and the Fire E&TC Smokehouses. Funding in 2014 is for the replacement of the roof at the #7 Fire Station. Funding in 2015 is for the replacement of the roof at the Transit Operations Centre. Roof replacements are required in order to maintain the overall integrity of the associated facility.

Westhill Fence Repairs
This project provides for the ongoing maintenance required on the Westhill fence to remediate inadequate installation and deterioration.

Information Technology

Capital Summary ($000's)	2012	2013	2014	2015	2016	Five Year Total
Business Applications						
Business Transformation Program	**1,475**	3,280	150	-	-	4,905
Bylaw Automation Hansen Project	**439**	-	-	-	-	439
Emergency Signal Pre-emption Central	**42**	-	-	-	-	42
Supporting Infrastructure						
ITS Security Monitoring	**60**	-	-	-	-	60
ITS Sustainable Infrastructure	**250**	250	250	250	250	1,250
Technology Growth	**200**	150	150	150	150	800
Program Total	**2,466**	3,680	550	400	400	7,496
Funding Sources						
Current Contributions	**2,266**	1,036	162	72	71	3,607
Technology Reserve	**200**	-	-	-	-	200
Funding Shortfall	**-**	2,644	388	328	329	3,689
Funding Total	**2,466**	3,680	550	400	400	7,496

Business Technology

The role of business technology is to enable business processes and support the effective and efficient delivery of civic services. That includes water and sewer services, waste collection and disposal, traffic control, transit services, road and infrastructure maintenance, fire control, recreation facilities and program registration, land-use planning, permits, building inspections, property assessment and taxation, regulatory functions and many others.

The City uses technology to enhance the quality and delivery of services for the benefit of citizens. The goal is to fully integrate all aspects of the City's business, including service delivery, workflow, staffing, front-line and support activities. Electronic service delivery initiatives allow city services to become more accessible and responsive to the needs of citizens. Technical initiatives such as the wireless expansion of the municipal area network allow employees to access current information and respond more quickly to work requirements. Both types of initiatives support the efficiency, effectiveness, reliability, and affordability of service delivery.

The Business Technology capital program is developed based on the needs of the corporation. Project proposals are prepared by the business areas and then reviewed and prioritized by the Information Technology Governance Committee, which is chaired by the Director of ITS and includes Director-level representation from each business division. The ranking criteria takes into consideration the fit of the initiative with the sponsoring divisions' business plan, the opportunity to enhance customer service and financial considerations, along with integration to the City's strategic priorities, the long-term technology plan and the corporate IT Guiding Principles. The allocation of funding and resources is targeted to the highest-ranking initiatives based on these criteria. The Business Technology portfolio of initiatives and priority ratings are updated regularly through internal reviews as well as reacting to external factors such as legislative changes.

Business Technology capital projects often span more than one fiscal year. Circumstances such as vendor delays, corporate priorities changing or refocusing on essential services can impact the specific timing of expenditures and project completions.

The initiatives planned and underway for 2011 are outlined in the following summaries. The initiatives are being funded from a combination of previously authorized capital plus the 2011 allocation. Some projects will extend beyond 2011, affecting the timing of these budgeted expenditures.

Current Year Programs

Business Applications

Business Transformation Program
This multi-year program executes on the analysis of the City's core enterprise applications. This program focuses on leveraging the existing Oracle eBusiness Suite (Financials & Purchasing) to improve our corporate processes for overall efficiency and improved customer service internally and externally with our suppliers. The business processes will include more self-service from starting the procurement process to managing the contract life-cycle. Suppliers will be able to maintain their own records and check on invoices and payments, shipments and reduce processing costs.

A completely integrated cost management solution for managing cost on all projects and activities will be implemented in which line managers are empowered with timely, detailed cost information to monitor project performance while financial managers track the total cost of running the business.

The financial accounting of all assets will be streamlined with automated business flows such as asset transfers, disposals, reclassifications, financial adjustments, and tax legacy data conversion rather than using the standard manual management tasks and spreadsheets.

The replacement of budgeting system will meet immediate financial planning needs while enabling a platform for future long-term financial forecasting and automated process integration. This will ensure accuracy by validating forecasts with integrated, best-in-class analytics, reducing budgeting time and combine financial and operational planning in one system.

The replacement of HR/Payroll system in 2013 will continue with a review of the HR and Payroll processes based on the requirements previously gathered. High level process mapping will continue as well as an analysis of industry offerings to meet our needs for the future. Continued data clean-up and re-implementation work will continue in preparation of implementation of a new system in future years.

Bylaw Automation Hansen Project
Completion of a project to transition the City's Bylaw Enforcement processes from paper-based to electronic format within the Hansen Suite. Also included is the investigation and continual improvement of the tool(s) accessed by the Bylaw Officers out in the field.

Emergency Signal Pre-emption Central
Emergency vehicle pre-emption provides safe and efficient travel through signalized intersections for Fire Services' emergency vehicles in the City of Regina, resulting in improved response times and enhanced safety for the public.

This project consists of the purchase of a software licence, installation and three-year maintenance agreement for the City of Regina's current emergency traffic signal pre-emption network. The City has 37 signalized intersections equipped with emergency vehicle pre-emption in 66 directions.

Supporting Infrastructure

ITS Security Monitoring
A general increase in world-wide cyber attacks along with the City's increasing reliance on technology for the delivery of key services requires that the IT security posture is constantly evolving. These monitoring enhancements will provide an increased level of incident identification, data protection and auditing in alignment with changes that are occurring in the IT security realm.

ITS Sustainable Infrastructure
Provides the funding to replace aging and end of life ITS infrastructure components including Hardware, Software, Storage and Networking equipment.

Technology Growth
Provides funding to allow the City to deliver infrastructure services to new employees and future business areas that have additional requirements.

Future Years Planned Programs

Business Transformation Program
This multi-year program will continue, implementing a replacement of our human resource management system. An integrated HRMS will help to align the workforce to business objectives, improve workflow and improved the management of our number on asset; our people. Enabling manager and employee self-service will streamline business processes with automated workflow and policy enforcement, speeding up transactions and reducing overheads and errors. All aspects of workforce management will be reviewed to achieve drastic productivity gains and cost savings while ensuring that confidential data is maintained electronically and securely.

Regina Police Service

Capital Program Summary

Capital Expenditures ($000's)	2012	2013	2014	2015	2016	Total
Facilities Development	**174**	508	466	270	126	1,544
Communications	**70**	2,000	-	-	-	2,070
Information Technology Infrastructure	**613**	549	682	987	865	3,696
Information Management Projects	**184**	260	316	455	135	1,350
Emergency Services Equipment	**53**	66	121	55	120	415
Municipal Justice Building	**-**	12,750	-	-	-	12,750
Fleet	**450**	500	500	500	500	2,450
Total Expenditures	**1,544**	16,633	2,085	2,267	1,746	24,275
Capital Funding ($000's)						
Current Contributions	**1,120**	16,633	2,085	2,267	1,746	23,851
Regina Police Service General Reserve	**424**	-	-	-	-	424
	1,544	16,633	2,085	2,267	1,746	24,275

The information in this summary is based on the 2012 – 2016 Capital Budget submission to the Board of Police Commissioners and Decision of the City Council CR11-139 from the Special Public Meeting of December 12, 2011. Additional information on the capital expenditures is provided in the budget of the Board of Police Commissioners submitted to City Council on December 12, 2011.

General Capital Program Funding

General Capital Investment Program Funding

Capital Funding Summary

Capital Funding Source ($000's)	2012	2013	2014	2015	2016	Five Year Total
Current Contributions to Capital						
Civic Capital Projects	**19,903**	20,580	21,277	22,005	22,748	106,513
Regina Police Service Capital Projects	**1,120**	16,633	2,085	2,267	1,746	23,851
	21,023	37,213	23,362	24,272	24,494	130,364
Debt	**5,000**	2,000	4,000	1,860	-	12,860
Internal Reserves & Transfers						
Asphalt Plant Reserve	**-**	400	150	150	-	700
Cemetery Reserve	**165**	140	110	195	135	745
Deferred Revenue - Dedicated Lands Charges	-	-	375	2,125	-	2,500
Employer Parking Reserve	**530**	150	150	150	150	1,130
Fleet Replacement Reserve	**5,843**	8,257	6,626	6,343	6,146	33,215
General Fund Reserve	**50**	-	-	-	-	50
Golf Course Reserve	**650**	550	550	575	575	2,900
Landfill Reserve	**1,710**	5,200	300	1,900	5,100	14,210
Land Development Reserve	**4,800**	6,600	500	500	500	12,900
Technology Reserve	**200**	-	-	-	-	200
Regina Police Service General Reserve	**424**	-	-	-	-	424
	14,372	21,297	8,761	11,938	12,606	68,974
Federal Funding						
Gas Tax	**11,000**	11,100	11,100	11,100	11,100	55,400
Provincial Funding						
Urban Highway Connector Program	**5,963**	-	-	-	-	5,963
External Funding						
Service Agreement Fees (Roads)	**3,005**	16,102	10,752	7,869	7,301	45,029
Service Agreement Fees (Parks)	**2,916**	2,304	2,370	3,003	1,383	11,976
Developer Contributions	**2,050**	1,380	3,600	-	720	7,750
Other External	**250**	325	250	250	250	1,325
	8,221	20,111	16,972	11,122	9,654	66,080
Total Available Funding	**65,579**	91,721	64,195	60,292	57,854	339,641
Total General Capital Expenditures	**65,579**	149,332	122,256	168,628	156,369	662,164
Funding Shortfall	-	57,611	58,061	108,336	98,515	322,523

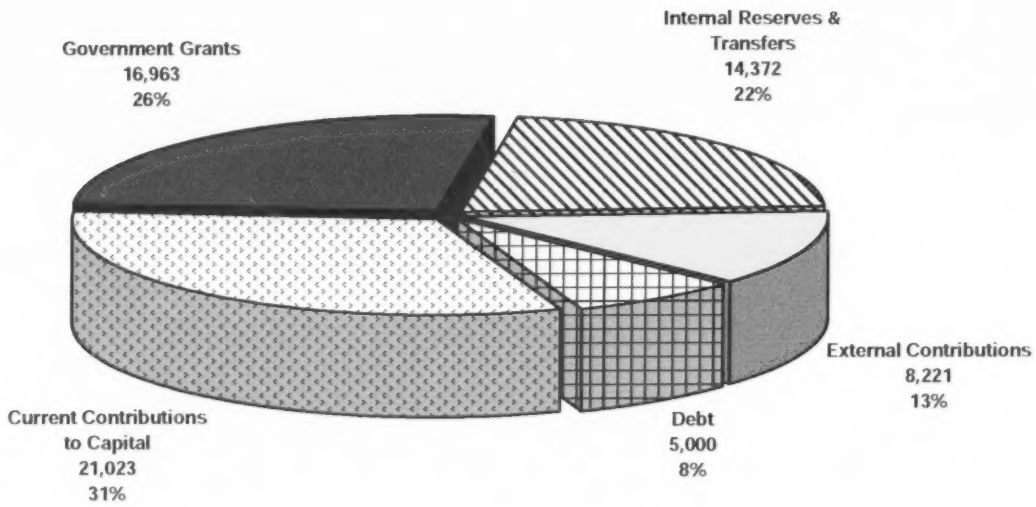
Key elements of the funding plan for the 2012 – 2016 General Capital Program include:

- **The 2012 – 2016 General Capital Budget was developed including only verified Federal and Provincial capital funding. This results in a funding shortfall of $322.5 million over the five-year period.**
- The 2012 – 2016 General Capital Program includes $12.9 million in new debt.

  The funding plan incorporates the use of internal reserves such as the Landfill Reserve, Equipment Replacement Reserve, Technology Reserve, Golf Course Reserve, the Dedicated Land Reserve and Cemetery Reserve.

2012 General Capital Funding

Sources of Capital Funding – 2012
($000's)



For the 2012 General Capital Budget, the current contributions to capital include:

- Current contributions to capital to fund the capital program submitted by the **Board of Police Commissioners. The projected requirement for 2012 is $1,120,000, an increase of $37,000 over 2011's current contributions.**

- Current contributions to fund the general portion of the General Capital Program. **The current contributions to capital for 2012 for the general portion of the General Capital Program are $19.9 million, an increase of $6,400,000 over 2011's current contribution.**

Internal Reserves

General Fund Reserve

The General Fund Reserve is the primary general purpose reserve maintained by the City. The major sources of transfers to the reserve are the operating surplus and unexpended capital funds that are returned to the reserve. Future inflows to the General Fund Reserve may be reduced by creating a Land Development Reserve, by transferring operating surpluses to the Asset Revitalization Reserve and by using previous year's surplus to fund current year one-time operating expenditures. A General Fund Reserve balance of $14 million to $28 million representing 5% to 10% of budgeted revenues is the suggested preferred minimum balance. The following table provides a projection for the General Fund Reserve.

General Fund Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	35,946	27,955	27,955	27,955	27,955
Projected Requirements:					
City Hall Security Upgrades	(1,520)	-	-	-	-
Transfer to Social Development Reserve	(10)	-	-	-	-
Globe Theatre	(50)	-	-	-	-
Fire Fighter Arbitration - Back Pay	(4,684)	-	-	-	-
National Infrastructure Summit	(370)	-	-	-	-
Kramer Imax Theatre	(100)	-	-	-	-
Property Purchase - Saskatchewan Drive	(22)	-	-	-	-
Projected Operating Requirements	(1,185)	-	-	-	-
Funding Required for Capital Program	(50)	-	-	-	-
Reserve Balance - End of Year	27,955	27,955	27,955	27,955	27,955

Land Development Reserve

A Land Development Reserve has been formally approved by City Council, decision CR11-2, as a method of funding land development, and separating those cash flows, which are subject to significant uncertainty from the projections for the General Fund Reserve. The following forecast has been prepared based on projections of land sales from the Real Estate Department.

Land Development Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	8,365	5,485	2,885	6,385	10,385
Transfer from the General Fund Reserve	-	-	-	-	-
Contributions to the Reserve - Land Sales	2,115	4,000	4,000	4,500	4,500
Funding Required for Land Development Capital Program	(4,995)	(6,600)	(500)	(500)	(500)
Reserve Balance - End of Year	5,485	2,885	6,385	10,385	14,385

Asset Revitalization Reserve

A dedicated Asset Revitalization Reserve allocates dedicated funds to meet the strategic capital priorities of the City to assist in managing the growth and revitalization of the City. The vision and strategic plan, coupled with long-term financial planning including the development of special purpose reserves can assist the City in meeting its future growth and revitalization needs.

Asset Revitalization Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	4,794	5,154	5,169	5,184	5,199
Capital Funding No Longer Required	150	-	-	-	-
Energy Savings refund for City Hall 2nd Floor Reno Server Room (2012-2022)	15	15	15	15	15
Repayment from Land Development Reserve	195	-	-	-	-
Funding Required for Capital Program	-	-	-	-	-
Reserve Balance - End of Year	5,154	5,169	5,184	5,199	5,214

Landfill Reserve

The Landfill Reserve is funded through a transfer from the General Operating Budget. The transfer is the net revenue from landfill operations (including an amount for the disposal of waste collected through the residential collection program) less the net cost of the waste minimization programs. A 20-year landfill financial model is maintained to determine landfill rates, taking into account revenues, operating costs, and capital requirements.

Landfill Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	10,752	16,458	16,058	24,248	31,158
Contributions to the Reserve	7,416	4,800	8,490	8,810	8,810
Funding Required for Capital Program	(1,710)	(5,200)	(300)	(1,900)	(5,100)
Reserve Balance - End of Year	16,458	16,058	24,248	31,158	34,868

Golf Course Reserve

The Golf Course Reserve is used to fund golf course capital projects. Contributions to the reserve are from the annual operations of the golf courses. The net revenue after deducting operating expenditures and an allowance for administrative costs is transferred to the reserve. The following table provides a projection for the reserve for the next five years.

Golf Course Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	850	516	323	179	65
Contributions to the Reserve	316	357	406	461	524
Funding Required for Capital Program	(650)	(550)	(550)	(575)	(575)
Reserve Balance - End of Year	516	323	179	65	14

Cemetery Reserve

The Cemetery Reserve is used to fund cemetery capital projects or a loss in the cemetery operations. The annual contribution to the reserve is the net revenue from the cemetery operations after deducting operating expenditures. The Cemetery Management Strategy, approved by Council in 1996, and the Cemetery Financial Plan serve as the primary planning tools in managing the operation of the two cemeteries. The condition of the Cemeteries Program and current developments in the industry requires review and a revised strategy to be prepared. The following table provides a projection for the reserve for the next five years.

Cemetery Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	479	247	187	222	191
Contributions to the Reserve	(67)	80	145	164	185
Funding Required for Capital Program	(165)	(140)	(110)	(195)	(135)
Reserve Balance - End of Year	247	187	222	191	241

Fleet Replacement Reserve

Formerly, the Equipment Replacement Reserve, the Fleet Replacement reserve was established in September 2010 by Bylaw 2010-49 to amalgamate the Equipment Replacement and Transit Equipment Reserves into one Fleet Replacement Reserve. The new reserve includes separate accounts for the Civic, Transit and Fire fleets.

The Fleet Replacement Reserve is used to fund the replacement of vehicles and equipment for the civic, transit and fire fleets including support vehicles. The reserve is used to fund the replacement of existing equipment, not to purchase new equipment. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is represents the depreciation charged on the existing fleet of vehicles and equipment.

Fleet Replacement Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	1,373	4,209	3,699	4,819	6,222
Contributions to the Reserve	8,679	7,747	7,746	7,746	7,747
Funding Required for Capital Program	(5,843)	(8,257)	(6,626)	(6,343)	(6,146)
Reserve Balance - End of Year	4,209	3,699	4,819	6,222	7,823

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. The reserve is funded through a charge on the asphalt produced in the plant. The charge is $5.00 per tonne. The charge includes $2.50 per tonne for funding of capital requirements and $2.50 per tonne for maintenance costs. The following table provides a projection for the reserve for the next five years.

Asphalt Plant Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	1,115	1,315	1,115	1,165	1,215
Contributions to the Reserve	200	200	200	200	-
Funding Required for Capital Program	-	(400)	(150)	(150)	-
Reserve Balance - End of Year	1,315	1,115	1,165	1,215	1,215

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the reserve to fund capital requirements for the parking facilities. The facilities include the parkade at City Hall and parking lots at other civic facilities.

Employer Provided Parking Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	708	586	844	1,101	1,359
Contributions to the Reserve	435	435	435	435	435
Parking Lot Operating Expense	(27)	(27)	(27)	(27)	(27)
Funding Required for Capital Program	(530)	(150)	(150)	(150)	(150)
Reserve Balance - End of Year	586	844	1,101	1,359	1,617

Technology Reserve

The Technology Reserve is funded from the net revenue generated from the print and office services (computer leasing) programs. These services are budgeted to provide a small surplus to fund the replacement of equipment for the print and office services operations, and if required, to offset a shortfall in the operation of the services.

Technology Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	436	571	906	1,241	1,576
Contributions	35	35	35	35	35
Transfer from General Utility Reserve	300	300	300	300	300
Funding Required for Operating/Capital Programs	(200)	-	-	-	-
Reserve Balance - End of Year	571	906	1,241	1,576	1,911

Regina Police Service General Reserve

The Regina Police Service General Reserve is used to fund any one-time operating expenditure included in the annual operating budget and transfers to fund capital projects as requested by the Board of Police Commissioners and approved by Council. Contribution to the reserve is the net revenue or expenditure from the annual operating budget of the Regina Police Service and unexpended capital funds from projects that are completed or not proceeding.

Regina Police Service General Reserve ($000's)

	2012	2013	2014	2015	2016
Reserve Balance - Start of Year	2,143	1,719	1,719	1,719	1,719
Contributions to the Reserve	-	-	-	-	-
Funding Required for Capital Program	(424)	-	-	-	-
Reserve Balance - End of Year	1,719	1,719	1,719	1,719	1,719

Servicing Agreement Fees and Development Levies

Servicing Agreement Fees and Development Levies (SAF) are established under *The Planning and Development Act, 2007* and are recognized as revenue when a developer and the City enter into a servicing agreement or development levy agreement even if some actual cash payments are received subsequent to the agreement signing. The agreements require a payment to the City of a predetermined amount per hectare of land within the development area. The funds are intended to be used towards the construction of regional infrastructure to support new development. Funds associated with a specific agreement are not necessarily managed on a specific project by project basis because infrastructure demands related to new development do not necessarily occur only within the particular development. For example, each new development places an indirect demand on wastewater treatment facilities and major arterials.

City policy determines the projects and the percentage of project costs eligible for Servicing Agreement Fee funding.

In the case of roadways, water, and sewer costs for development, the City would typically incur the costs prior to the full development of an area (cash outflows to fund projects usually occur before the development full built out). Parks and Recreation infrastructure costs are generally incurred later in the process.

In 2011, the City amended the Administration of Servicing Agreement Fees Policy to include provisions for development levies (for simplicity, they are simply referred to as SAFs) and completed a rate review to adopt a 2012 SAF Rate. The annual review of the Servicing Agreement Fee rate includes estimates of the capital requirements related to new development over the next 20 years to ensure the rate keeps pace with increases in the construction market and accurately reflects the extent of infrastructure that is necessary to support development in areas of the City where new development is planned and where SAFs are charged.

The fees increased by 2.92% from 2011 ($232,164 per hectare) to a 2012 rate of $238,946 per hectare of developed land. These per hectare fees are actually comprised of four basic parts - a separate fund for Utility projects, Parks and Recreation projects, and Roadways projects as well as an administration costs component. An accounting of the Utility SAF Reserve appears in the City's Water and Sewer Utility budget document. Despite the increase in fees, which now include a financing cost element, significant additional funding is required to support these new neighbourhoods, and there will be a significant cash outflow required by the City to fund its share of infrastructure, as well as to finance the infrastructure paid for through servicing agreement fees. This amount will be repaid through servicing agreement fees as new development proceeds.

Roadways Servicing Agreement Fees

Roadways Servicing Agreement Fees are pursuant to *The Planning and Development Act, 2007* and are recognized as revenue when a development agreement is entered into between the City and a developer. In 2012, the agreements require a payment to the City of $102,993 per hectare of land within the development area for Roads and Related Infrastructure. Upon execution of a servicing agreement, 30% of the levy is paid, with another 40% within nine months and the balance within a further nine months.

Servicing agreement fee revenue is recognized when developers reach a Servicing Agreement with the City. In many instances capital projects eligible for servicing agreement fee funding have been undertaken ahead of the funds being received from developers. As such, there is currently a shortfall in servicing agreement fee funding, and shortfalls are projected over the next five years, although the shortfalls have been significantly reduced from previous projections as a result of the servicing agreement fee review and the rate increase. The fee projections have been based on the development of an average of 80 hectares per year over the next 20 years.

Roadways SAF Reserve

	2012	2013	2014	2015	2016
Beginning Balance	-	5,312	(2,912)	(5,377)	(4,246)
Projected Fees	**8,239**	8,570	8,912	9,268	9,639
Interest	**205**	**(692)**	**(625)**	**(268)**	**(300)**
Available Funds	**8,444**	**13,190**	**5,375**	**3,623**	**5,093**
Property Purchase-Sask Dr.	**(127)**	-	-	-	-
Capital Spending	**(3,005)**	(16,102)	(10,752)	(7,869)	(7,301)
Reserve Balance -Year End	**5,312**	**(2,912)**	**(5,377)**	**(4,246)**	**(2,208)**

Parks and Recreation Servicing Agreement Fees

Parks and Recreation servicing agreement fees are pursuant to the *Planning and Development Act, 2007* and are recognized as revenue when a servicing agreement is entered into between the City and a developer. In 2012, the agreements require a payment to the City of $15,946 per hectare of land within the development area. Within one year of the execution of a servicing agreement, 50% of the levy is paid, and remaining 50% balance within a further year.

The projections for Parks and Recreation servicing agreement fees appear below. The fee projections have been based on the development of an average of 80 hectares per year over the next 20 years.

Parks & Recreation SAF Reserve

	2012	2013	2014	2015	2016
Beginning Balance	**6,114**	4,664	3,872	3,073	1,746
Projected Fees	**1,275**	1,327	1,380	1,435	1,492
Interest	**191**	**184**	**191**	**241**	**241**
Available Funds	**7,580**	**6,175**	**5,443**	**4,749**	**3,479**
Capital Spending	**(2,916)**	(2,303)	(2,370)	(3,003)	(1,383)
Reserve Balance -Year End	**4,664**	**3,872**	**3,073**	**1,746**	**2,096**

Deferred Revenue – Dedicated Lands Charges

Pursuant to Section 187 of the *Planning and Development Act*, 2007, developers are required to dedicate a portion of a development as municipal reserve. The legislation provides that a developer may make a payment in lieu of dedicating the required lands. The funds received are held as deferred revenue until such time as the funds are expended on eligible expenditures. The funds are to be used for the purchase of land to be dedicated for public use or used for the development of and maintenance of existing municipal reserves.

Deferred Revenue - Dedicated Lands Charges	2012	2013	2014	2015	2016
Beginning Balance	**604**	754	903	676	(1,296)
Projected Revenue	**125**	125	125	125	125
Interest	**25**	**24**	**23**	**28**	**28**
Available Funds	**754**	**903**	**1,051**	**829**	**(1,143)**
Capital Spending	-	-	(375)	(2,125)	-
Deferred Revenue Balance - Year End	**754**	**903**	**676**	**(1,296)**	**(1,143)**

Other External Capital Funding

External contributions assumed in the 2012 General Capital Program include the following:

- $250,000 in 2012 and future years from Rent Revenue generated at Mosaic Stadium which will fund the Mosaic Stadium Preservation Program.
- $75,000 in 2013 from third parties to fund Tourist Signing Phases II and III.